

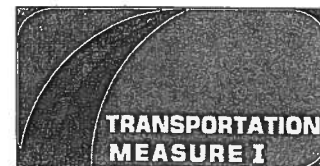


San Bernardino Associated Governments

1170 W. 3rd St., 2nd Fl., San Bernardino, CA 92410-1715

Phone: (909) 884-8276 Fax: (909) 885-4407

Web: www.sanbag.ca.gov



•San Bernardino County Transportation Commission •San Bernardino County Transportation Authority
•San Bernardino County Congestion Management Agency •Service Authority for Freeway Emergencies

AGENDA

Commuter Rail and Transit Committee Meeting

January 20, 2011

12:00 p.m.

Location

SANBAG Office
Super Chief Conference Room
1170 West 3rd St., 2nd Fl.
San Bernardino, CA

Commuter Rail and Transit Committee Membership

Chair

(Vacant)

Mayor Mike Leonard
City of Hesperia

Vice Chair

Mayor Patrick Morris
City of San Bernardino

Mayor Larry McCallon
City of Highland

Mayor Paul Eaton
City of Montclair

Mayor Richard Riddell
City of Yucaipa

Mayor John Pomierski
City of Upland

Council Member Diane Williams
City of Rancho Cucamonga

Mayor Bill Jahn
City of Big Bear Lake

Supervisor Neil Derry
County of San Bernardino

San Bernardino Associated Governments (SANBAG) is a council of governments formed in 1973 by joint powers agreement of the cities and the County of San Bernardino. SANBAG is governed by a Board of Directors consisting of a mayor or designated council member from each of the twenty-four cities in San Bernardino County and the five members of the San Bernardino County Board of Supervisors.

In addition to SANBAG, the composition of the SANBAG Board of Directors also serves as the governing board for several separate legal entities listed below:

***The San Bernardino County Transportation Commission**, which is responsible for short and long range transportation planning within San Bernardino County, including coordination and approval of all public mass transit service, approval of all capital development projects for public transit and highway projects, and determination of staging and scheduling of construction relative to all transportation improvement projects in the Transportation Improvement Program.*

***The San Bernardino County Transportation Authority**, which is responsible for administration of the voter-approved half-cent transportation transactions and use tax levied in the County of San Bernardino.*

***The Service Authority for Freeway Emergencies**, which is responsible for the administration and operation of a motorist aid system of call boxes on State freeways and highways within San Bernardino County.*

***The Congestion Management Agency**, which analyzes the performance level of the regional transportation system in a manner which ensures consideration of the impacts from new development and promotes air quality through implementation of strategies in the adopted air quality plans.*

*As a **Subregional Planning Agency**, SANBAG represents the San Bernardino County subregion and assists the Southern California Association of Governments in carrying out its functions as the metropolitan planning organization. SANBAG performs studies and develops consensus relative to regional growth forecasts, regional transportation plans, and mobile source components of the air quality plans.*

Items which appear on the monthly Board of Directors agenda are subjects of one or more of the listed legal authorities. For ease of understanding and timeliness, the agenda items for all of these entities are consolidated on one agenda. Documents contained in the agenda package are clearly marked with the appropriate legal entity.

**San Bernardino Associated Governments
County Transportation Commission
County Transportation Authority
Service Authority for Freeway Emergencies
County Congestion Management Agency**

Commuter Rail and Transit Committee Meeting

January 20, 2011

12:00 p.m.

Location: SANBAG Office, 1170 West 3rd St., 2nd Fl., San Bernardino

R.S.V.P. by Tuesday, Jan. 18th to Daylene at (909) 884-8276

CALL TO ORDER

(Meeting Chaired by Mayor Patrick Morris)

- I. Attendance
- II. Announcements
- III. Agenda Notices/Modifications - Daylene Burris

1. Possible Conflict of Interest Issues for the Commuter Rail and Transit Committee Meeting of January 20, 2011 Pg. 7

Notes/Actions

Note agenda item contractors, subcontractors and agents, which may require member abstentions due to conflict of interest and financial interests. Committee Member abstentions shall be stated under this item for recordation on the appropriate item.

Consent Calendar

2. Commuter Rail and Transit Committee Attendance Roster Pg. 8

A quorum shall consist of a majority of the membership of each Policy Committee, except that all County Representatives shall be counted as one for the purpose of establishing a quorum.

Discussion Items

3. Election of Commuter Rail and Transit Committee Chair Pg. 10

Conduct election for a committee member to serve as Chair of the SANBAG Commuter Rail and Transit Committee.
Mitch Alderman

4. Southern California Regional Rail Authority (SCRRA) Delegate Recommendations Pg. 11

Commuter Rail and Transit Committee selection of a member to serve as an alternate on the SCRRA Board of Directors representing SANBAG. **Mitch Alderman**

5. Unmet Transit Needs Public Hearings and Findings Pg. 13

1. Adopt Resolution 11-006 of the San Bernardino County Transportation Commission Unmet Transit Needs Findings.
2. Review the testimony from the September 2010 Unmet Transit Needs Public Hearings. **Beth Kranda**

6. Update on sbX Right-of-Way Acquisitions Pg. 32

Receive report on the status of activities and an overview of the process related to the sbX right-of-way acquisitions.
Ryan Graham

7. Comprehensive Operational Analysis of Omnitrans Pg. 34

1. Award Contract C11044 to perform a Comprehensive Operational Analysis of Omnitrans to the firm AECOM Technical Services, Inc. in an amount not to exceed \$998,313 as identified in the Financial Impact Section to be completed by February 2012.
2. Authorize a budget amendment to increase Task No. 31511000 – Omnitrans, in the amount of \$998,313 to be funded through unallocated Valley Local Transportation Funds.
Beth Kranda

Discussion Items (Continued)...

8. Restructuring of the Public and Specialized Transportation Advisory and Coordinating Council (PASTACC) Pg. 94

1. Approve restructuring of the SANBAG PASTACC Committee as indicated in Attachment A.

2. Authorize and direct the SANBAG Executive Director to appoint members to the PASTACC in accordance with Public Utility Code, Chapter 1, Article 3, Section 99238 (b).
Beth Kranda

Public Comments

9. Additional Items from Committee Members

10. Brief Comments by the General Public

Additional Information

Acronym List

Pg. 105

ADJOURNMENT

Complete packages of the SANBAG agenda are available for public review at the SANBAG offices and our website: www.sanbag.ca.gov. Staff reports for items may be made available upon request. For additional information call (909) 884-8276.

Meeting Procedures and Rules of Conduct

Meeting Procedures

The Ralph M. Brown Act is the state law which guarantees the public's right to attend and participate in meetings of local legislative bodies. These rules have been adopted by the Board of Directors in accordance with the Brown Act, Government Code 54950 et seq., and shall apply at all meetings of the Board of Directors and Policy Committees.

Accessibility

The SANBAG meeting facility is accessible to persons with disabilities. If assistive listening devices or other auxiliary aids or services are needed in order to participate in the public meeting, requests should be made through the Clerk of the Board at least three (3) business days prior to the Board meeting. The Clerk's telephone number is (909) 884-8276 and office is located at 1170 W. 3rd Street, 2nd Floor, San Bernardino, CA.

Agendas – All agendas are posted at 1170 W. 3rd Street, 2nd Floor, San Bernardino at least 72 hours in advance of the meeting. Staff reports related to agenda items may be reviewed at the SANBAG offices located at 1170 W. 3rd Street, 2nd Floor, San Bernardino and our website: www.sanbag.ca.gov.

Agenda Actions – Items listed on both the "Consent Calendar" and "Items for Discussion" contain suggested actions. The Board of Directors will generally consider items in the order listed on the agenda. However, items may be considered in any order. New agenda items can be added and action taken by two-thirds vote of the Board of Directors.

Closed Session Agenda Items – Consideration of closed session items *excludes* members of the public. These items include issues related to personnel, pending litigation, labor negotiations and real estate negotiations. Prior to each closed session, the Chair will announce the subject matter of the closed session. If action is taken in closed session, the Chair may report the action to the public at the conclusion of the closed session.

Public Testimony on an Item – Members of the public are afforded an opportunity to speak on any listed item. Individuals wishing to address the Board of Directors or Policy Committee Members should complete a "Request to Speak" form, provided at the rear of the meeting room, and present it to the Clerk prior to the Board's consideration of the item. A "Request to Speak" form must be completed for *each* item an individual wishes to speak on. When recognized by the Chair, speakers should be prepared to step forward and announce their name and address for the record. In the interest of facilitating the business of the Board, speakers are limited to three (3) minutes on each item. Additionally, a twelve (12) minute limitation is established for the total amount of time any one individual may address the Board at any one meeting. The Chair or a majority of the Board may establish a different time limit as appropriate, and parties to agenda items shall not be subject to the time limitations.

The Consent Calendar is considered a single item, thus the three (3) minute rule applies. Consent Calendar items can be pulled at Board member request and will be brought up individually at the specified time in the agenda allowing further public comment on those items.

Agenda Times – The Board is concerned that discussion take place in a timely and efficient manner. Agendas may be prepared with estimated times for categorical areas and certain topics to be discussed. These times may vary according to the length of presentation and amount of resulting discussion on agenda items.

Public Comment – At the end of the agenda, an opportunity is also provided for members of the public to speak on any subject within the Board's authority. *Matters raised under "Public Comment" may not be acted upon at that meeting. "Public Testimony on any Item" still apply.*

Disruptive Conduct – If any meeting of the Board is willfully disrupted by a person or by a group of persons so as to render the orderly conduct of the meeting impossible, the Chair may recess the meeting or order the person, group or groups of person willfully disrupting the meeting to leave the meeting or to be removed from the meeting. Disruptive conduct includes addressing the Board without first being recognized, not addressing the subject before the Board, repetitiously addressing the same subject, failing to relinquish the podium when requested to do so, or otherwise preventing the Board from conducting its meeting in an orderly manner. *Please be aware that a NO SMOKING policy has been established for meetings. Your cooperation is appreciated!*

**SANBAG General Practices for Conducting Meetings
of
Board of Directors and Policy Committees**

Basic Agenda Item Discussion.

- The Chair announces the agenda item number and states the subject.
- The Chair calls upon the appropriate staff member or Board Member to report on the item.
- The Chair asks members of the Board/Committee if they have any questions or comments on the item. General discussion ensues.
- The Chair calls for public comment based on “Request to Speak” forms which may be submitted.
- Following public comment, the Chair announces that public comment is closed and asks if there is any further discussion by members of the Board/Committee.
- The Chair calls for a motion from members of the Board/Committee.
- Upon a motion, the Chair announces the name of the member who makes the motion. Motions require a second by a member of the Board/Committee. Upon a second, the Chair announces the name of the Member who made the second, and the vote is taken.

The Vote as specified in the SANBAG Bylaws.

- Each member of the Board of Directors shall have one vote. In the absence of the official representative, the alternate shall be entitled to vote. (Board of Directors only.)
- Voting may be either by voice or roll call vote. A roll call vote shall be conducted upon the demand of five official representatives present, or at the discretion of the presiding officer.

Amendment or Substitute Motion.

- Occasionally a Board Member offers a substitute motion before the vote on a previous motion. In instances where there is a motion and a second, the maker of the original motion is asked if he would like to amend his motion to include the substitution or withdraw the motion on the floor. If the maker of the original motion does not want to amend or withdraw, the substitute motion is not addressed until after a vote on the first motion.
- Occasionally, a motion dies for lack of a second.

Call for the Question.

- At times, a member of the Board/Committee may “Call for the Question.”
- Upon a “Call for the Question,” the Chair may order that the debate stop or may allow for limited further comment to provide clarity on the proceedings.
- Alternatively and at the Chair’s discretion, the Chair may call for a vote of the Board/Committee to determine whether or not debate is stopped.
- The Chair re-states the motion before the Board/Committee and calls for the vote on the item.

The Chair.

- At all times, meetings are conducted in accordance with the Chair’s direction.
- These general practices provide guidelines for orderly conduct.
- From time-to-time circumstances require deviation from general practice.
- Deviation from general practice is at the discretion of the Board/Committee Chair.

Courtesy and Decorum.

- These general practices provide for business of the Board/Committee to be conducted efficiently, fairly and with full participation.
- It is the responsibility of the Chair and Members to maintain common courtesy and decorum.

Adopted By SANBAG Board of Directors January 2008

- San Bernardino County Transportation Commission ■ San Bernardino County Transportation Authority
■ San Bernardino County Congestion Management Agency ■ Service Authority for Freeway Emergencies

Minute Action

AGENDA ITEM: 1

Date: January 20, 2011

Subject: Information Relative to Possible Conflict of Interest

Recommendation*: Note agenda items and contractors/subcontractors which may require member abstentions due to possible conflicts of interest.

Background: In accordance with California Government Code 84308, members of the Board may not participate in any action concerning a contract where they have received a campaign contribution of more than \$250 in the prior twelve months from an entity or individual. This agenda contains recommendations for action relative to the following contractors:

Item No.	Contract No.	Contractor/Agents	Subcontractors
7	C11044	AECOM Technical Services, Inc. <i>David Sampson</i>	None

Financial Impact: This item has no direct impact on the budget.

Reviewed By: This item is prepared monthly for review by the Board of Directors and Policy Committee members.

*

*Approved
Commuter Rail and Transit Committee*

Date: _____

Moved: _____ Second: _____

In Favor: _____ Opposed: _____ Abstained: _____

Witnessed: _____

COMMUTER RAIL AND TRANSIT POLICY COMMITTEE ATTENDANCE RECORD – 2011

Commuter Rail and Transit Policy Committee Meetings are held on odd months

Name	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Paul Eaton City of Montclair												
Neil Derry County of San Bernardino												
Bill Jahn City of Big Bear Lake												
Mike Leonard City of Hesperia												
Larry McCallon City of Highland												
Patrick Morris City of San Bernardino												
John Pomierski City of Upland												
Richard Riddell City of Yucaipa												
Diane Williams City of Rancho Cucamonga												

X = Member attended meeting. *Empty box = Member did not attend meeting. Crossed out box = Not a member at the time.

COMMUTER RAIL AND TRANSIT POLICY COMMITTEE ATTENDANCE RECORD – 2010

Commuter Rail and Transit Policy Committee Meetings are held on odd months

Name	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Patricia Gilbreath City of Redlands			X		X		X	X	C	C	X	
Bea Cortes City of Grand Terrace	X		X		X		X	X	A	A		
Kelly Chastain City of Colton	X		X				X	X	N	N	X	
Paul Eaton City of Montclair	X				X		X	X	C	C	X	X
Neil Derry County of San Bernardino	X		X		X		X	X	E	E	X	X
Bill Jahn Mayor Pro Tem					X		X	X	L	L		X
Mike Leonard Council Member			X				X		L	L	X	X
Larry McCallon City of Highland			X		X		X		E	E	X	X
Patrick Morris City of San Bernardino	X				X		X	X	D	D	X	X
John Pomierski City of Upland	X		X		X		X				X	
Diane Williams City of Rancho Cucamonga			X		X		X	X			X	X

X = Member attended meeting.

*Empty box = Member did not attend meeting.

Crossed out box = Not a member at the time.

- San Bernardino County Transportation Commission ■ San Bernardino County Transportation Authority
■ San Bernardino County Congestion Management Agency ■ Service Authority for Freeway Emergencies

Minute Action

AGENDA ITEM: 3

Date: January 20, 2011

Subject: Election of Commuter Rail and Transit Committee Chair

Recommendation:* Conduct election for a committee member to serve as Chair of the SANBAG Commuter Rail and Transit Committee.

Background: As a result of the recent changes on the SANBAG Board Membership, the Vice-Chair, Mayor Patrick Morris, assumed the temporary role as Chair of the Commuter Rail and Transit Committee. In keeping with SANBAG policies, the committee shall elect a new Chair when a vacancy occurs.

Financial Impact: Staff support for this activity is consistent with the adopted budget. There is no additional financial impact upon the SANBAG budget

Reviewed By: This item is scheduled for consideration by the Commuter Rail and Transit Committee on January 20, 2011.

Responsible Staff: Mitch Alderman, Director of Transit and Rail Programs

*

Approved
Commuter Rail and Transit Committee

Date: _____

Moved:

Second:

In Favor:

Opposed:

Abstained:

Witnessed: _____

COG	X	CTC		CTA		SAFE		CMA	
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Check all that apply.

CRTC1101a-maa

- San Bernardino County Transportation Commission ■ San Bernardino County Transportation Authority
 ■ San Bernardino County Congestion Management Agency ■ Service Authority for Freeway Emergencies

Minute Action

AGENDA ITEM: 4

Date: January 20, 2011

Subject: Southern California Regional Rail Authority (SCRRA) Delegate Recommendations

Recommendation:* Commuter Rail and Transit Committee selection of a member to serve as an alternate on the SCRRA Board of Directors representing SANBAG.

Background: SCRRA is a Joint Powers Board (JPA) comprised of five member agencies, i.e.: SANBAG, Riverside County Transportation Commission (RCTC), Los Angeles County Metropolitan Transportation Authority (LACMTA), Orange County Transportation Authority (OCTA), and Ventura County Transportation Commission (VCTC). The JPA Board consists of 11 voting members and 11 alternates from each member agency as follows:

LACMTA - 4 voting members and 4 alternates

SANBAG – 2 voting/2 alternates

OCTA – 2 voting/2 alternates

RCTC – 2 voting/2 alternates

VCTC – 1 voting/2 alternates

Currently there is one open SANBAG alternate position. In keeping with SANBAG policies, the Commuter Rail and Transit Committee (CRTC) shall recommend a member of the SANBAG Board to serve on the SCRRA Board of Directors. Formal appointments are made by the SANBAG Board of Directors.

*

Approved
Commuter Rail and Transit Committee

Date: _____

Moved:

Second:

In Favor:

Opposed:

Abstained:

Witnessed: _____

COG	X	CTC		CTA		SAFE		CMA	
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Check all that apply.

CRTC1101b-maa

- Financial Impact:*** Staff support for this activity is consistent with the adopted budget. There is no additional financial impact upon the SANBAG budget.
- Reviewed By:*** This item is scheduled for consideration by the Commuter Rail and Transit Committee on January 20, 2011.
- Responsible Staff:*** Mitch Alderman, Director of Transit and Rail Programs

- San Bernardino County Transportation Commission ■ San Bernardino County Transportation Authority
■ San Bernardino County Congestion Management Agency ■ Service Authority for Freeway Emergencies

Minute Action

AGENDA ITEM: 5

Date: January 20, 2011

Subject: Unmet Transit Needs Public Hearings and Findings

Recommendation: *

1. Adopt Resolution 11-006 of the San Bernardino County Transportation Commission Unmet Transit Needs Findings.
2. Review the testimony from the September 2010 Unmet Transit Needs Public Hearings.

Background: During September 2010, SANBAG, acting as the County Transportation Commission, held two public hearings for the Mountain/Desert Region in San Bernardino County in response to the Transportation Development Act (TDA) requirement to obtain testimony regarding unmet transit needs that can be reasonably met (PUC §99238.5 and 99401.5) by establishing or contracting for new public transportation or specialized transportation service or by expanding existing services. The first meeting was held on September 20, 2010 in Victorville, covering upper desert region of the Valley and the second meeting was held on September 23, 2010 in Joshua Tree, covering the lower desert region. The governing bodies of the Victor Valley Transit Authority and the Morongo Basin Transit Authority served as the hearing boards.

*

Approved
Commuter Rail and Transit Committee

Date: _____

Moved: _____ *Second:* _____

In Favor: _____ *Opposed:* _____ *Abstained:* _____

Witnessed: _____

CRTC1101b-bk
RES11006-bk
CRTC1101b1-bk
CRTC1101b2-bk

Attachment A is Resolution 11-006 that contains the formal findings from the public hearing process. Attachment B provides the definitions of “unmet transit needs” and “reasonable to meet” adopted by the Commission on August 4, 2010. The definitions have been used to determine the recommended formal findings contained in Resolution 11-006. Attachment C provides a summary of the testimony received and recommended staff response.

Upper Desert Region

Victor Valley

Most testimony received revolved around service expansion requests. Staff is recommending Victor Valley Transit Authority include in their next year budget a Comprehensive Operational Analysis (COA) of their services to identify system-wide service improvements and enhancements that are affordable and sustainable. The study should also include a 5 year short range plan and a 20 year vision plan for the service.

There were several requests down the hill medical services and staff recommends the developing Consolidated Transportation Services Agency (CTSA – Valley Transportation Services, develop relationships with key medical facilities and work towards designing and funding a viable non-emergency medical transportation service.

Comments were received in reference to fares, student and direct access, and in the course of the COA the VVTA fare structure will be reviewed.

There were requests for additional bus stop amenities and staff would encourage VVTA to submit a Job Access Reverse Commute (JARC) or New Freedom capital grant request during SANBAG’s Spring 2011 Call for Projects to improve bus stop accessibility

Barstow

There were comments received in reference to the need for connectivity between Barstow and Victorville and recommended stops. The new Barstow to Victorville service begins on January 19, 2010 with stops throughout Barstow, Apple Valley and Victorville.

Lower Desert

Testimony received included request for service expansion, including increased services to Landers during the week and weekend service, increased commuter, highway and ready ride services and bus stop amenities. Staff is recommending Morongo Basin Transit Authority include in their next year's budget a Comprehensive Operational Analysis (COA) of their services to identify system-wide service improvements and enhancements that are affordable and sustainable. The study should also include a 5 year short range plan and a 20 year vision plan for the service.

Testimony regarding the Transportation Reimbursement Escort Program (TREP) that is run through the Department of Aging and Adult Services continue to receive funding and is asking for an expansion of the TREP services and funding. SANBAG staff will work with MBTA and County Department of Public works to increase funding for this service.

All Service Areas

There was no testimony received from the Needles area.

The responses to the testimony and preliminary findings were presented at the Public and Specialized Transportation Advisory and Coordinating Council (PASTACC) on December 14, 2010. The PASTACC concurred with the preliminary findings. The summary of testimony and formal findings will be presented to the hearing boards as follows:

VVTA Board Meeting – January 24, 2011 at 9:30am
MBTA Board Meeting – January 27, 2011 at 5pm

These meetings are scheduled after the Transit and Rail Committee review, should there be any further recommendations, this item will be brought back to committee for further review.

Financial Impact:

This item has no direct impact on the adopted budget. The Commission is responsible for administering the Transportation Development Act funds for San Bernardino County, including conducting the unmet transit needs public hearings and adoption of formal findings in response to the testimony received. Funding for the expenses associated with this activity is provided for under Task 50211000 TDA Administration.

Commuter Rail and Transit Agenda Item
January 20, 2011
Page 4

Reviewed By: This item is scheduled for review by the Commuter Rail and Transit Committee on January 20, 2011

Responsible Staff: Beth Kranda, Transit Analyst

Attachment B

Definitions of “Unmet Transit Needs” and “Reasonable to Meet” Adopted by the San Bernardino County Transportation Commission Board of Directors on August 4, 2010

Unmet Transit Needs: Unmet transit needs are any deficiency in the provision of public transit service, specialized transit service or private for-profit and non-profit transportation.

Reasonable to Meet: Reasonable to meet is a determination to be made based upon the following guidelines, performance and financial standards:

- A. Community acceptance** – The proposed service has community acceptance and support as determined by the Unmet Transit Needs public hearing record, the inclusion of adopted programs and plans, the adoption of governing board positions and other existing information.
- B. Timing** –
 - 1. The proposed service shall be in response to an existing rather than future need.
 - 2. The proposed service shall be implemented consistent with the timing for federal and state grant approval if such a grant is the most appropriate primary method of funding.
- C. Equity** – The proposed service shall:
 - 1. Not unreasonably discriminate against or in favor of any particular segment of the community.
 - 2. Not result in reduced service levels for other parts of the transit system that have equal or higher priority.
 - 3. Require a subsidy per passenger generally equivalent to 120% of similar services being operated within the first two full fiscal years of operation unless overriding reasons so justify

D. Cost effectiveness – The proposed service shall:

1. Not duplicate other existing transportation services or resources.
2. Consider opportunities for coordinating among adjoining public entities or with private transportation providers and/or funding agencies in order to maximize existing resources (including financial) as well as legal or customary responsibilities of other entities such as social service agencies, religious organizations and schools.
3. Not adversely affect the operator's ability to meet the required ratio of fare revenue to operating cost after two full fiscal years of operation.
4. Meet a productivity level of 80% of the average number of passengers per hour for similar services being operated within the first two full fiscal years of operation unless overriding reasons so justify.

E. Operational feasibility – The proposed service must be safe to operate, including the operation of vehicles on adequately maintained roadways.

ATTACHMENT A

RESOLUTION NO.11-006

RESOLUTION OF THE SAN BERNARDINO COUNTY TRANSPORTATION COMMISSION ADOPTION OF UNMET TRANSIT NEEDS FINDINGS FOR HEARINGS HELD IN SEPTEMBER 2010

WHEREAS, the San Bernardino County Transportation Commission (SANBAG) is the designated transportation planning agency for San Bernardino County, and is therefore, responsible for the administration funds under the Transportation Development Act (TDA), as amended; and

WHEREAS, SANBAG had adopted definitions of “unmet transit needs” and “reasonable to meet” during its regular meeting of August 4, 2010; and

WHEREAS, SANBAG conducted two public hearing in September, 2010 to obtain testimony regarding unmet transit needs in the Mountain/Desert area of San Bernardino County; and

WHEREAS, SANBAG has given consideration of the testimony received during the public hearing process pursuant to PUC Sections 99238 and 99401.5; input from the Public and Specialized Transportation Advisory and Coordinating Council (PASTACC), the advisory council established pursuant to PUC Section 99238; and adequacy of public and specialized transportation contained in the most recently adopted Regional Transportation Plan; and the analysis of potential alternative public and specialized transportation services that would meet all or part of the transit demand;

NOW, THEREFORE BE IT RESOLVED, that the Board of Directors of San Bernardino County Transportation Commission hereby finds;

1. There are no unmet transit needs that can be reasonably met within the Victor Valley Region of San Bernardino County provided that Victor Valley Transit Authority:
 - a. Budget for and conduct a Comprehensive Operational Analysis of Victor Valley Transit Authority that will encompass a 5 year short range plan and a 20 year strategic plan identifying system-wide service improvements and enhancements that are financially feasible.
2. There are no unmet transit needs that can be reasonably met within the Morongo Basin, Lower Desert Region of San Bernardino County provided that Morongo Basin Transit Authority:
 - a. Budget for and conduct a Comprehensive Operational Analysis of Morongo Basin Transit Authority that will include a 5 year short range plan and a 20 year strategic direction plan identifying system- wide service improvements and enhancements that are financially feasible.

Approved by the Board of Directors of the San Bernardino County Transportation Commission
at a regular meeting thereof held this February 2, 2011.

*

*

*Approved
Board of Directors*

Date: _____

Moved:

Second:

In Favor:

Opposed:

Abstained:

Witnessed: _____

**San Bernardino Associated Governments
Transportation Development Act – Unmet Transit Needs Public Hearing
Victor Valley Subarea – September 20, 2010**

Testimony	Response
Note: Testimony includes comments received through oral testimony, letters or received and logged by VVTA during the year.	
<u>SERVICE EXPANSION REQUESTS</u>	
Service Frequency and Coverage	
<ul style="list-style-type: none"> Extend 30 minute service to 6 pm, so that one doesn't have to wait for an hour after work to get a bus home. 	SANBAG anticipates conducting in the next budget year of a Comprehensive Operational Analysis of the Victor Valley Transit Authority services, to identify system-wide service improvements and enhancements that are affordable and sustainable.
<ul style="list-style-type: none"> Routes 31, 4, 6 only run once per hours, making it difficult to get home from work. 	
<p style="text-align: center;"><i>Asker Walters, Desert Rose, Adelanto</i></p>	
<ul style="list-style-type: none"> Request increasing frequency to 30 minute service on Route 41. 	SANBAG therefore requests that VVTA plan funding for a Comprehensive Operational Analysis in developing budgets for next fiscal year FY 11/12). The COA will specifically look into requests received through the Unmet Transit Needs hearing processes for additional or expanded service.
<p style="text-align: center;"><i>Lisa Lambert, Adelanto</i></p>	
<p style="text-align: center;"><i>Florence Macy, Apple Valley</i></p>	
<p style="text-align: center;"><i>Mary Martini, Adelanto</i></p>	
<ul style="list-style-type: none"> Need a new route in Baldy Mesa. 	
<ul style="list-style-type: none"> Route from Hesperia to Super Target takes 2 hours. 	
<p style="text-align: center;"><i>Mary Martini, Adelanto</i></p>	
<ul style="list-style-type: none"> It would be helpful to have more frequent service 	
<p style="text-align: center;"><i>Patrick Coony, Hesperia</i></p>	
Down-the-Hill Medical Service	
<ul style="list-style-type: none"> Please reinstate the commuter service to get o the Arrowhead Regional Center for doctor appointments. Many have no way of getting there. 	* <i>DOWN-THE-HILL MEDICAL. Although consumers name this as commuter service, what we understand that they wish to see is a medical door-to-door Dial-a-Ride-type service from the high desert to medical destinations in the Western Valley, such as Arrowhead Regional Medical Center and Kaiser or Loma Linda University Medical Center and the VA Hospital.</i>
<p style="text-align: center;"><i>Lisa Lambert, Adelanto</i></p>	
<p style="text-align: center;"><i>Julie Williams, Rolling Start, San Bernardino</i></p>	
<ul style="list-style-type: none"> The commuter service from Victor Valley to San Bernardino needs to be reinstates—seniors need to get to non-emergency medical appointments. 	SANBAG recommends that the developing CTSA make as a priority developing relationships with key medical facilities, such as Kaiser, Health Net, IEHP and the VA and work towards designing and funding a viable non-emergency medical transportation service.
<p style="text-align: center;"><i>Walter Johnson, AARP</i></p>	
<ul style="list-style-type: none"> Commuter Service is needed in San Bernardino 	
<p style="text-align: center;"><i>Tracey Kelly, California Dept. of Rehab</i></p>	

Testimony	Response
<p>Note: Testimony includes comments received through oral testimony, letters or received and logged by VVTA during the year.</p>	
<p><u>SERVICE EXPANSION REQUESTS, CONTINUED</u></p>	
<p>Later Evening Service</p> <ul style="list-style-type: none"> • Need longer hours. The buses stop running at 8:00 pm on Saturdays and on weekdays. Many people are stranded at this time. <i>Lisa Lambert, Adelanto</i> • Request for later evening service for those working late. Currently rides her bike at 9 pm. <i>Julie Williams, Rolling Start, San Bernardino</i> <i>Alan Lavole, Apple Valley</i> <i>Jessica, Apple Valley</i> 	
<p>Sunday Service</p> <ul style="list-style-type: none"> • Adelanto - Petition signed by 169 individuals for Sunday service suggesting a six-month trial basis. Sunday service is needed for church, shopping and for work—no transportation people can't get hired. <i>Mary Martini, Adelanto</i> • Adelanto - There is no transportation to get around on Sunday. Many ride the bus and have no way to get to church. Even part-time service, conducive to church hours would be helpful. <i>Asker Walters, Desert Rose, Adelanto</i> <i>Lisa Lambert, Adelanto</i> • Victorville - Sunday service is needed to get to church and activities. <i>Linda Usselson, Victorville</i> • Apple Valley - Request for Sunday service and later evening service. Cannot get a job because there is no Sunday service and is getting evicted because he cannot get a job. <i>Alan Lavole, Apple Valley</i> 	<p>Expansion of service for later evening hours and Sundays will be assessed through recommended Comprehensive Operational Analysis for VVTA, in terms of the likelihood of sufficient demand and farebox, as well as VVTA's financial ability to afford and sustain added services.</p>
<p>New Bus Stops/ New Service</p> <ul style="list-style-type: none"> • Route 43 should turn on Reta and loop through the shopping center for easier access to 24 Hour Fitness. <i>Aaron E. Mouse</i> • 41 requests from Behavioral Health clients for a bus stop on East side of Hesperia Road at Comanche. Clients often jaywalk crossing this busy street. Or, reroute 45 to travel north on Hesperia Road so clients don't have to cross the street. 	

Testimony	Response
<p>Note: Testimony includes comments received through oral testimony, letters or received and logged by VVTA during the year.</p> <p>SERVICE EXPANSION REQUESTS, CONTINUED</p> <p>New Stops/ New Service, continued</p> <ul style="list-style-type: none"> • Want a stop westbound on Bear Valley at Central. <i>Alan Lavole, Apple Valley</i> • Request for a route that travels down 7th or 3rd Ave. to Ranchero in Hesperia. There are a few people who would ride—has seen people pushing grocery carts as there is no transportation. <i>Marie Garcia, Hesperia</i> <p>Increased Service in Apple Valley</p> <ul style="list-style-type: none"> • Request route serving Central and Waalew. Know others who would use. • Bus service is needed in the area of Central/Waalew to get children to school. Currently, he must drive her 2 ½ miles to the closest stop at Thunderbird/Waalew. <i>Laura Melendez, Apple Valley</i> • Request for a bus route to Navajo/Waalew to get to work. <i>Art Nunez, Apple Valley</i> • Request that Route 40 extend service up to Navajo/Otoe. The closest bus stop (Thunderbird/Navajo) is too far away. <i>Della Grubb, Apple Valley</i> • Request for service along Waalew Road. Service to Apple Valley airport. <i>Tesa Burke, Apple Valley</i> • Request that a route travel on Apple Valley Road between Highway 18 and Bear Valley Road. She is a single mother with a small child and can not access the bus because it is too far. <i>Kevin Womack, Apple Valley</i> • Bus service needed closer to MHP, Golden Coach Mobile Estates, which is on a dirt road, approximately ½ mile from Kiowa/Del Oro. <i>Elizabeth Gorkweitz, Apple Valley</i> <i>Juanita Velarde, Apple Valley</i> 	
<p>Expansion of service within the constituent cities will be assessed through recommended Comprehensive Operational Analysis for VVTA, in terms of the likelihood of sufficient demand and farebox, as well as VVTA's financial ability to afford and sustain added services.</p>	

Testimony	Response
Note: Testimony includes comments received through oral testimony, letters or received and logged by VVTA during the year.	
<p><u>SERVICE EXPANSION REQUESTS, CONTINUED</u></p> <p>Service to Oak Hills High School</p> <ul style="list-style-type: none"> Request a bus route to service Oak Hills High School at Rancheria and Cataba in Oak Hills. <p><i>Todd Linde, Superintendent of Schools, County of San Bernardino</i> <i>Betty Romero, Oak Hills, CA</i> <i>Makiza Green, Hesperia, CA</i></p> <p>Phelan/ Pinion Hills/ Wrightwood</p> <ul style="list-style-type: none"> The towns of Pinion Hills and Wrightwood need dedicated routes. Many routes are deviated (route 21) and when the service isn't available at the specific time one needs many have to walk 5 miles or get rides from friends to avoid loosing their jobs. <p><i>Liz Colen, Pinon Hills</i></p>	<p>See comment above regarding added service to the member cities.</p>
<p><u>INTERCITY SERVICE</u></p> <ul style="list-style-type: none"> If intercity service between Barstow and Victorville becomes a reality, a good transfer point would be the Plaza. There areas of need could be helped by the service: transportation to doctors, to the shopping mall and to the grocery store. There needs to be a stop on Roy Rogers Drive by the Winco. <p><i>John Winter, Barstow</i></p>	<p>VVTA will be implementing intercity service between Barstow and Victorville schedules to begin January 2011. The route will provide 3 trips per day and run 3 days per week.</p> <p>Barstow stops will include: City Hall, where it will connect with County routes; Main Street; and the Hospital and Senior Center. Additional stops include: St. Mary's in Apple Valley; two Pacific Eye Clinics; and other VVTA transfer points</p>
<p><u>ON-TIME RELIABILITY</u></p> <ul style="list-style-type: none"> Route 33 always runs late in the afternoon. Suggest adjusting schedules slightly: Route 31 always leaves 15 min. after the hour—when traffic is heavy. Change the time it leaves by a couple minutes to accommodate the delay due to traffic, children, and people using wheelchairs. Would make it easier for drivers to stay on schedule. Consumers report that Routes 52 and 31 are always late. <p><i>Lisa Lambert, Adelanto</i> <i>Julie Williams, Rolling Start, San Bernardino</i></p>	<p>Service reliability issues will be important to address through the planned Comprehensive Operational Analysis, in terms of system design issues.</p> <p>SANBAG urges VVTA to encourage its contractor to examine operational experience of these routes to determine what, if any, changes may be made within the current service design to improve</p>

Testimony	Response
Note: Testimony includes comments received through oral testimony, letters or received and logged by VVTA during the year.	
<ul style="list-style-type: none"> Buses often run late. Seniors need to know the correct schedule. <i>Walter Johnson, AARP</i> 	service reliability.
<p><u>SCHEDULE ENHANCEMENTS</u></p> <ul style="list-style-type: none"> Need to adjust the [printed] schedules so they accurately reflect the time the bus meets time points. <i>Lisa Lambert, Adelanto</i> <i>Julie Williams, Rolling Start, San Bernardino</i> 	Marketing assessments are recommended for inclusion in planned VVTA Comprehensive Operational Analysis.
<p><u>ENHANCED RIDER INFORMATION</u></p> <ul style="list-style-type: none"> Would like a schedule will ALL the routes on it and the route numbers on the bus stops. <i>Richard Crumpkin</i> It would be helpful if there was a phone number and/or a way people could call to get help or if they are waiting for a long time at the bus stop. It is not fair for people to keep waiting and waiting. It would be helpful to have maps that are more clear and detailed with all of the bus stops listed rather than just some. Bus stops should have the route numbers on them indicating which bus routes stop at that particular stop. <i>Patrick Coony, Hesperia</i> 	VVTA is encouraged to monitor and propose in SANBAG's next Call for Projects eligible for additional funding to improve signage, maps, and information at its bus stops.
<p><u>STUDENT FARES</u></p> <ul style="list-style-type: none"> Request for lower fares for students. \$40 is too much for low income families. <i>Michael Lampignano, We Really Care, Hesperia</i> Student fares are too high for many students at Mojave High School due to their family's economic situations. Letter submitted. <i>Patricia VanderKamp, Mojave High School Counselor, Hesperia</i> 	Passenger fare assessment and review of possible fare changes are recommended for inclusion in planned Comprehensive Operational

Testimony	Response
<p>Note: Testimony includes comments received through oral testimony, letters or received and logged by VVTA during the year.</p>	
<p><u>DIRECT ACCESS FARES</u></p> <ul style="list-style-type: none"> Fare for Direct Access too high, especially for low-income individuals with disabilities. They use transit to get to work, doctors appointments, etc. Coupons don't help much. <i>Julie Williams, Rolling Start, San Bernardino</i> Access gets expensive for the clients with disabilities that are low-income. Dept. of Rehab provides some funding, but it is still expensive. <i>Tracey Kelly, California Dept. of Rehab</i> Fares are too high. It is difficult for seniors to get to the doctors. <i>Walter Johnson, AARP</i> 	<p>Analysis, balancing the need to meet minimum required statewide farebox recovery ratios with the desire to provide service at the lowest possible passenger fares.</p>
<p><u>VEHICLE OPTIONS -- ACCESSIBILITY CONCERNS</u></p> <p>When I ride the bus, I appreciate it when I can sit up front near the driver, because of Autism, my disability. I suggest these improvements:</p> <ul style="list-style-type: none"> Money should be spent on having more of the newer buses because the Priority Seating for the disabled is in front near the driver. The "Stop Requested" chime should ring more than once in case the driver misses it or doesn't hear it ring. <i>Patrick Coony, Hesperia</i> 	<p>Capital equipment assessments, potentially addressing vehicle type for ACCESS services, should be included in the planned Comprehensive Operational Analysis.</p>
<p><u>BUS STOP AMENITIES</u></p> <ul style="list-style-type: none"> Shelters are needed, especially when buses are late, but even when buses aren't late. <i>Julie Williams, Rolling Start, San Bernardino</i> Seniors need bus shelters in Victorville area. It is difficult to wait in the sun, especially when taking medications. <i>Walter Johnson, AARP</i> Many stops don't have shelters. Some only have curbing to sit on, some have nothing. <i>Arlene Hallam, Adelanto</i> None of the bus stops lights on Bear Valley in Apple Valley work. <i>Alan Lavole, Apple Valley</i> Bus stops should have lights so the driver can see passengers waiting when it is dark. <i>Patrick Coony, Hesperia</i> 	<p>VVTA should consider submitting a JARC or New Freedom capital grant request during SANBAG's Spring 2011 Call for Projects to improve bus stop accessibility.</p>

Testimony	Response
Note: Testimony includes comments received through oral testimony, letters or received and logged by VVTA during the year.	
<u>BUS STOP - WHEELCHAIR PADS</u> <ul style="list-style-type: none"> A wheelchair pad is needed at the Rancherías Stop and at Hwy 18 and Acoma. <i>Florence Macy, Apple Valley</i> 	
<u>FAREBOX EQUIPMENT</u> <ul style="list-style-type: none"> Need a different kind of fare box where one doesn't have to struggle entering a dollar. <i>Lisa Lambert, Adelanto</i> A different kind of farebox that is easier to use would help to stay on schedule. <i>Julie Williams, Rolling Start, San Bernardino</i> 	Capital equipment assessments, including fare box technology, should be included in the planned Comprehensive Operational Analysis.
<u>VVTA BUS PASSES</u> <ul style="list-style-type: none"> There are not enough locations to buy bus passes in rural areas. Clients from Phelan, Helendale, Adelanto go to Victorville to buy passes because they don't know where to buy them where they live. <i>Tracey Kelly, California Dept. of Rehab</i> VVTA should also sell yearly passes. <i>Deon Davis</i> Apple Valley Town Hall should have pass holders. <i>Alan Lavole, Apple Valley</i> 	Passenger fare assessment and fare changes are recommended for inclusion in planned Comprehensive Operational Analysis, balancing the need to meet minimum Statewide farebox recovery ratios with the desire to provide service at the lowest possible passenger fares.
<u>DRIVER ANNOUNCEMENTS</u> <ul style="list-style-type: none"> Drivers don't always use the loudspeakers, so one can miss critical information they might say. <i>Arlene Hallam, Adelanto</i> 	VVTA is directed to ensure that its contractor is complying with key ADA service requirements and to include an ADA compliance assessment in its planned Comprehensive Operational Analysis.
<u>RIDERS' COMPLIMENTS</u> <ul style="list-style-type: none"> Thank you for route 48! I appreciate it a lot. I have appreciated many of the great drivers, especially Donna, Jeb, Michael, Randy, and Jay because they are very friendly and helpful. <i>Patrick Coony, Hesperia</i> Compliments to drivers Charlotte and Natasha. Route 31 has been doing a great job! <i>Mary Martini, Adelanto</i> 	SANBAG and VVTA staff and policy board members always appreciate hearing what is working well about these public transportation services.

**San Bernardino Associated Governments
Transportation Development Act – Unmet Transit Needs Public Hearing
Morongo Basin Subarea – September 23, 2010**

<u>SERVICE EXPANSION</u>	Testimony	Response
<p>Expanded Transit Services to Landers – Weekdays and Weekends</p> <ul style="list-style-type: none"> • Would like to see MBTA provide Saturday and Sunday service to Landers. Can't go anywhere. Just one bus in and out. There are many who can't drive. Even limited Saturday service would help. • Bus Route 21 runs every two hours; last bus is always overcrowded. • Would like to see buses run every half-hour. • Would like to see buses start earlier than 8 a.m. • At the Dollar Tree Store, no bus passes between 9:30 and 1:30. It is difficult to make connection to this bus under current scheduling • Recommend Saturday service to Landers. Cannot go anywhere. • Bus every two hours into Landers is not sufficient. Need later service in the evening; 5 p.m. bus is not sufficient; is too full with people sitting on the floors. • Need Saturday bus service too. Lots of kids with weekend activities in Yucca Valley to which they need to travel. • Doctor's appointments are sometimes at 8 a.m. and cannot get home to Landers until the 5 p.m. bus. Too late. Need some mid-day service back to Landers 	<p><i>William Hampton, Landers</i></p> <p><i>Sandra Knight, Landers</i></p> <p><i>William C. Starr, Landers</i></p> <p><i>Sally Potter, Landers</i></p> <p><i>Bonnie Paterson, Landers</i></p> <p><i>Wendy McBride, Landers</i></p> <p><i>Bonnie Paterson, Landers</i></p> <p><i>Wendy McBride, Landers</i></p>	<p>SANBAG anticipates conducting in the next budget year a Comprehensive Operational Analysis for the Morongo Basin Transit Authority to identify system-wide service improvements and enhancements that are indicated and are financially feasible.</p> <p>SANBAG therefore requests that MBTA plan funding for a Comprehensive Operational Analysis for next fiscal year FY 11/12. This COA will specifically look into requests received through the Unmet Transit Needs hearing processes for additional or expanded service to determine operational feasibility and, most importantly, if additional services are financially feasible in light of the reduced revenue base of this past two operating years.</p>

**Transportation Development Act – Unmet Transit Needs Public Hearing
Morongo Basin Subarea – September 23, 2010**

Testimony	Response
<p>Johnson Valley/ Flamingo Heights/ Landers</p> <ul style="list-style-type: none"> • A senior, disabled by arthritis and does not own a car. Lives 22 miles from Yucca Valley in Johnson Valley. Would love to see a bus between Johnson Valley and Yucca Valley. • Believe there to be seniors in Flamingo Heights, Johnson Valley and Landers who would benefit. <p style="text-align: right;"><i>Karla Synder, Johnson Valley</i></p>	<p>The TREP service [Transportation Reimbursement-Escort Program] continues to be a very cost-effective means of meeting transportation needs in the isolated, very low-density areas of Johnson Valley, Flamingo Heights, Landers and other communities in the greater Morongo Valley basin.</p> <p>The partnership between DAAS and the San Bernardino County Dept. of Public Works has been both encouraging and effective in meeting these difficult-to-serve trips in a very cost-effective manner. SANBAG recommends that the County Dept. of Public Works increase its allocation for the TREP program by the requested \$7,500, given the continuing issues of seniors aging-in-place and resultant modest increases in demand for this mileage reimbursement program.</p>
<p>Expanded TREP Services</p> <ul style="list-style-type: none"> • Proposes increased funding for TREP – it is being used in the unincorporated areas and there are still unmet needs: <ul style="list-style-type: none"> - Johnson Valley there is no service - Lucerne Valley has 17 seniors with limited mobility - Wonder Valley requests for additional service come in - The program continues to take referrals from social workers who are aware of consumer needs. <p style="text-align: right;"><i>Attia Biag, Dept. of Aging and Adult Services, Yucca Valley</i></p> <p>Morongo Basin- TREP Funding</p> <ul style="list-style-type: none"> • The Department of Aging and Adult Services (DAAS) is requesting increased funding for the Morongo Basin. DAAS has observed an increase in need and in participation in the program. To be fully funded at the monthly average of \$1424 amount would require \$17,088. DAAS requests an additional \$7500 for a total of \$15,000 for the Morongo Basin TREP. <p style="text-align: right;"><i>Paula McGrew, DAAS, San Bernardino</i></p>	
<p>Expanded Dial-a-Ride Service for Persons in Wheelchairs</p> <ul style="list-style-type: none"> • Would like to see more services for people in wheelchairs so that they can get direct service and so that boarding them onto the Highway Bus doesn't delay drivers. <p style="text-align: right;"><i>Lester Hartwell, Yucca Valley</i></p>	<p>The planned Comprehensive Operational Analysis will examine Ready Ride and the deviated fixed-route Highway bus service currently provided by MBTA to determine what changes may be indicated to more effectively comply with Federal law, the Americans with Disabilities Act, or to improve the efficiency and effectiveness of services currently provided.</p>

**Transportation Development Act – Unmet Transit Needs Public Hearing
Morongo Basin Subarea – September 23, 2010**

Testimony	Response
<p>Commuter Service / Palm Springs Runs</p> <ul style="list-style-type: none"> • Would like to have earlier afternoon buses coming from Palm Springs and to include a drip off at Westfield Mall. <i>Kathy Schmidt, Yucca Valley</i> • Times on the bus schedule (Landers) make it difficult to connect with the Palm Springs bus. Wishes improved connections. <i>Sandra Knight, Landers</i> <i>William C. Starr, Landers</i> 	<p>The planned Comprehensive Operational Analysis will examine the inter-city services of the Palm Springs run to examine cost-effective and affordable schedule improvements and service enhancements. Current passenger fare recovery levels must be considered in relation to any new service that might be considered. As MBTA has not had a fare increase since the late 1990's, it is also likely that some level of fare increase will be necessary to implement any service expansion</p>
<p>Expanded Saturday Services – Highway Bus</p> <ul style="list-style-type: none"> • Would like to see Saturday service on Routes 3A and 3B in 29 Palms. <i>Attia Biag, Dept. of Aging and Adult Services, Yucca Valley</i> 	<p>The planned Comprehensive Operational Analysis will consider requests for expanded Saturday service, on both the Highway Bus and the Ready Ride. Current passenger fare recovery levels must be examined in relation to any new service that might be considered. As MBTA has not had a fare increase since the late 1990's, it is also likely that some level of fare increase will be necessary should any level of service expansion be recommended.</p>
<p>Expanded Saturday Service – Ready Ride</p> <ul style="list-style-type: none"> • Would like to see Saturday a.m. Ready Ride service; banks are still open. Monday through Friday buses can be quite full and it is difficult to get a ride. <i>Richard Hunter, Yucca Valley</i> 	
<p><u>SCHEDULE IMPROVEMENTS</u></p> <p>Ready Ride Dispatcher/ Trip Scheduling Concerns</p> <ul style="list-style-type: none"> • Sometimes when scheduling to go to three destinations, the start place is omitted from the drivers' manifest. Sometimes there are omissions with multiple-leg trips, even after talking to the dispatcher about individual legs of the trip and attempting to get each leg scheduled. <i>Richard Hunter, Yucca Valley</i> 	<p>MBTA administrators are directed to examine current TransTrak scheduling software to effective ways identify multiple trips and different destinations, when several trip requests are made by the same rider at the same time.</p>
<p>Landers Bus Stop Amenities</p> <ul style="list-style-type: none"> • The bus stop at the Dollar Tree needs more seats. This is a major shopping area. Also needs trash cans and a bus shelter. Used by many people and there are not enough seats. <i>Sandra Knight, Landers</i> <i>William C. Starr, Landers</i> 	<p>MBTA should monitor and consider submitting a CMAQ capital grant request during SANBAG's Spring 2011 Call for Projects.</p>

**Transportation Development Act – Unmet Transit Needs Public Hearing
Morongo Basin Subarea – September 23, 2010**

Testimony	Response
<p><u>RIDERS' COMPLIMENTS</u></p> <ul style="list-style-type: none"> • Appreciate the bus service, after 17 years as a rider. • Love the Wednesday lunch bunch of riders. • Drivers are very considerate. <p style="text-align: right;"><i>Marie Barr, Yucca Valley</i></p> <ul style="list-style-type: none"> • Thank you to bus drivers. Tom is particularly helpful and considerate. <p style="text-align: right;"><i>Richard Hunter, Yucca Valley</i></p> <ul style="list-style-type: none"> • Appreciate what this bus company does. <p style="text-align: right;"><i>Bonnie Patterson, Landers</i></p> <ul style="list-style-type: none"> • This service is a blessing. I don't have a car. Wonderful bus riders and I love the drivers. <p style="text-align: right;"><i>Sally Potter, Landers</i></p>	<p>SANBAG and MBTA staff and policy board members always appreciate hearing what is working well about these public transportation services.</p>

- San Bernardino County Transportation Commission ■ San Bernardino County Transportation Authority
 ■ San Bernardino County Congestion Management Agency ■ Service Authority for Freeway Emergencies

Minute Action

AGENDA ITEM: 6

Date: January 20, 2011

Subject: Update on sbX Right-of-Way Acquisitions

Recommendation:* Receive report on the status of activities and an overview of the process related to the sbX right-of-way acquisitions.

Background: On July 7, 2010 SANBAG and Omnitrans entered into an agreement, whereby SANBAG is acquiring the right-of-way for the E Street sbX bus rapid transit (BRT) project. The project is a 15.7 mile fixed route line with 16 stations and four park-and-ride lots.

Up to 151 parcels may be acquired for the project. Of the 151 parcels, four parcels involve full-takes, meaning SANBAG is negotiating to acquire the entire parcel; all four of these parcels are on E Street in northern San Bernardino. Of the remaining parcels, 96 parcels involve planned acquisitions of easements for public street purposes, many with accompanying temporary construction easements (TCEs), and 43 parcels involve only TCEs (i.e., there will be no permanent taking from these owners). It is intended that the final eight parcels will be leased by Omnitrans.

Since July, SANBAG has entered into a contract with HDR to provide right-of-way acquisition support and a contract with Nossaman, LLP to provide legal services associated with the acquisitions. Both sets of consultants have been actively working with SANBAG and the property owners to prepare and review appraisals, provide offer packages, meet with property owners and attempt to negotiate settlements for the purchase of the properties. Offer packages have

*

Approved
Commuter Rail and Transit Committee

Date: _____

Moved: _____ *Second:* _____

In Favor: _____ *Opposed:* _____ *Abstained:* _____

Witnessed: _____

COG		CTC	x	CTA		SAFE		CMA	
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Check all that apply.

CRTC1101a-rpg

been issued to all property owners that are potentially subject to condemnation and HDR continues to negotiate with the property owners of all parcels. At the January 2011 Board Meeting, the Board approved a Possession and Use Agreement with one property owner for one of the four full take parcels. To date, no other agreements or settlements have been reached.

Omnitrans is preparing to put the project out to bid for construction in April 2011 and it is that agency's desire to award the contract in June 2011 and issue the notice to proceed in summer 2011. To accommodate Omnitrans' planned construction schedule, SANBAG plans to conduct a Resolution of Necessity hearing for an initial group of parcels at the February 2, 2011, Board Meeting. SANBAG currently plans to include approximately 68 parcels in the initial group. Resolution of Necessity hearings for other parcels will likely be conducted at the March and April Board meetings.

By staggering the hearing dates, SANBAG will be able to manage the acquisitions effectively, while keeping the project on the schedule that Omnitrans has planned. Regardless of whether a parcel is included in the February, March, or April grouping, SANBAG, HDR, and Nossaman will work to negotiate voluntary acquisitions of the right of way, up through and, as appropriate, beyond the date scheduled for hearings on Resolutions of Necessity.

Staff will provide an update to the negotiations for the sbX right-of-way at the January Commuter Rail Committee. As the negotiations are fluid, it is possible that SANBAG may have reached a negotiated settlement with one or more property owners. Furthermore, staff will present to the Committee an overview of the activities that will take place at the February Board meeting, so that members are aware of the sequence of activities that will take place at the meeting.

- Financial Impact:*** This item has no direct impact on the current adopted FY10/11 Budget, Task No. 31511000 Omnitrans, sub-Task No. 31511001 sbX C10263.
- Reviewed By:*** This item is scheduled for review by the Commuter Rail and Transit Committee on January 20, 2011.
- Responsible Staff:*** Ryan Graham, Transit Analyst

- San Bernardino County Transportation Commission ■ San Bernardino County Transportation Authority
 ■ San Bernardino County Congestion Management Agency ■ Service Authority for Freeway Emergencies

Minute Action

AGENDA ITEM: 7

Date: January 20, 2011

Subject: Comprehensive Operational Analysis of Omnitrans

- Recommendation:***
1. Award Contract C11044 to perform a Comprehensive Operational Analysis of Omnitrans to the firm AECOM Technical Services, Inc. in an amount not to exceed \$998,313 as identified in the Financial Impact Section to be completed by February 2012.
 2. Authorize a budget amendment to increase Task No. 31511000 – Omnitrans, in the amount of \$998,313 to be funded through unallocated Valley Local Transportation Funds.

Background: On September 1, 2010, the Board authorized the release of Request for Proposal (RFP) 11044 for the preparation of a Comprehensive Operational Analysis of Omnitrans. The purpose of the analysis is to assist Omnitrans in the development of system goals, objectives, service standards; a review of the existing services, existing fare policy and structure, consideration of outsourcing and transfer of Access services as well the development of service improvements, a short range transit plan covering fiscal years 2013 – 2017 and a strategic direction for Omnitrans through 2030.

Notice of the release of the RFP was sent to 96 consulting firms. The RFP was posted on the SANBAG website. The response to questions submitted by prospective firms was posted on the Agencies website on September 21, 2010.

*

Approved
Commuter Rail and Transit Committee

Date: _____

Moved: _____ *Second:* _____

In Favor: _____ *Opposed:* _____ *Abstained:* _____

Witnessed: _____

COG	x	CTC	x	CTA		SAFE		CMA	
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Check all that apply.

CRTC1101d-bk

Attachment:

C11044-bk

Managers from both Victor Valley Transit Authority and Morongo Basin Transit Authority as well as the Omnitrans Planning Manager and SANBAG staff.

The evaluation criterion was based upon overall agency qualification, as well as the qualifications of the Project Manager, Prime Consultant, Sub-consultants and the quality of the consultant team. Project understanding and approach was heavily weighted in the selection as well as related experience.

Based on the review of the proposals and results of the interviews, the evaluation panel is recommending the selection of AECOM Transportation.

As a result of the contract with AECOM, the consultant, under SANBAG direction, will perform and produce a comprehensive analysis of Omnitrans and provide information to assist Omnitrans staff in developing a short range transit plan and a strategic direction through the year 2030. Attached is the Omnitrans COA work plan, detailing every phase of the study. The study is expected to take 12 months for completion of the project.

Financial Impact: This item is not consistent with the current adopted FY 2010/2011 Budget. Task No. 31511000 Omnitrans needs to be increased in the amount of \$998,313 to be funded through Unallocated Local Transportation Funds.

Reviewed By: This item is scheduled for review by the Commuter Rail and Transit Committee on January 20, 2011. The contract has been submitted to SANBAG legal counsel for review and approval.

Responsible Staff: Beth Kranda, Transit Analyst

SANBAG Contract No. C11044

by and between

San Bernardino Associated Governments

and

AECOM TECHNICAL SERVICES, INC.

for

Comprehensive Operational Analysis of Omnitrans**FOR ACCOUNTING PURPOSES ONLY**

<input checked="" type="checkbox"/> Payable	Vendor Contract # _____	Retention:	<input checked="" type="checkbox"/> Original
<input type="checkbox"/> Receivable	Vendor ID _____	<input checked="" type="checkbox"/> Yes <u>10</u> % <input type="checkbox"/> No	<input type="checkbox"/> Amendment

Notes: Funds have been included in the proposed FY 2010/2011 budget under task 88411000

Original Contract:	\$ 998,313	Previous Amendments	\$ _____
		Previous Amendments	\$ _____
		Contingency / Allowance Total:	
Contingency / Allowance Amount	\$ _____	Current Amendment:	\$ _____
		Current Amendment Contingency / Allowance:	\$ _____

Contingency Amount requires specific authorization by Task Manager prior to release.

Contract TOTAL ► \$998,313

* Funding sources remain as stated on this document unless and until amended by proper authority. Funding sources are those which are ultimately responsible for the expenditure.

▼ Include funding allocation for the original contract or the amendment

Main Task/ Project	Level 1	Level 2	Cost Code/ Object	Grant ID/ Supplement	Funding Sources/ Fund Type (Measure I, STP, CMAQ, etc.)	Amounts for Contract Total or Current Amendment Amt
31511000	_____	_____	_____	_____	LTE	\$ 998,313
_____	_____	_____	_____	_____	_____	\$ _____

Original Board Approved Contract Date:	<u>2/2/11</u>	Contract Start: <u>2/2/11</u>	Contract End:
New Amend. Approval (Board) Date:	_____	Amend. Start: _____	Amend. End: _____

Allocate the **Total Contract Amount** or **Current Amendment** amount between **Approved Budget Authority** in the current year and **Future Fiscal Year(s) Unbudgeted Obligation**.

Approved Budget Authority ►	Fiscal Year: <u>10/11</u> \$ _____	Future Fiscal Year(s) – Unbudgeted Obligation ►	\$ <u>TBD</u>
------------------------------------	---------------------------------------	--	---------------

- ☐ Budget authority for this contract currently exists in Task No. _____ (C-Task may be used here.)
- ☐ A budget amendment is required. A Budget Amendment Request is attached.

CONTRACT MANAGEMENT

Check all applicable boxes:

- ☐ Intergovernmental ☒ Private ☐ Federal Funds ☐ State/Local Funds
- ☐ Disadvantaged Business Enterprise (DBE) ☐ Underutilized DBE (UDBE)

Task Manager: Mitch Alderman**Project Manager:** Beth Kranda

Task Manager Signature

Date

Project Manager Signature

Date

Chief Financial Officer Signature

Date

CONTRACT NO: C11044

by and between

San Bernardino Associated Governments

And

AECOM

For

Comprehensive Operational Analysis of Omnitrans

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CONTRACT C11044

FOR

A Comprehensive Operational Analysis of Omnitrans

This Contract, entered into this day of _____ 2011, by and between the firm of AECOM Technical Services, Inc. (hereinafter called CONSULTANT) with offices at:

2425 Post Road
Southport, CT 06890

and San Bernardino Associated Governments (hereinafter called AUTHORITY) whose address is:

1170 W. 3rd Street, 2nd Floor
San Bernardino, California 92410-1715

Whereas AUTHORITY desires CONSULTANT to perform certain technical services as hereinafter described and CONSULTANT desires to do so for the compensation and in accordance with the terms and conditions set forth herein.

NOW, THEREFORE, the parties hereto agree as follows:

Article 1 Description of Services

CONSULTANT agrees to perform Services set forth in Attachment "A", Scope of Services, which is incorporated herein by reference and in accordance with the terms and conditions expressed herein and in the sequence, time, and manner defined therein. The word "Services," as used herein, includes without limitation, the performance, fulfillment and discharge by CONSULTANT of all obligations, duties, tasks, and services imposed upon or assumed by CONSULTANT hereunder; and the Services performed hereunder shall be completed to the satisfaction of AUTHORITY.

Article 2 Performance Schedule

- 2.1 The Period of Performance by CONSULTANT under this Contract shall commence on February 2, 2011 and shall continue in effect through March 1, 2012 or until otherwise terminated, or unless extended as hereinafter provided by written amendment. CONSULTANT shall perform all Services identified herein expeditiously and in accordance with any schedules identified in Exhibit A attached hereto and incorporated herein by this reference

Article 3 Contract Price and Cost Principles

- 3.1 Full compensation to CONSULTANT for full and complete performance of Services, compliance with all the terms and conditions of this contract, payment by CONSULTANT of all obligations incurred in, or application to, CONSULTANT'S performance of Services, and for which CONSULTANT shall furnish all personnel, facilities, equipment, materials, supplies, and services (except as may be explicitly set forth in this Contract as furnished by AUTHORITY), the total compensation to CONSULTANT shall not exceed the amounts set forth in 3.2 below.
- 3.2 The total cost shall not exceed Nine hundred ninety eight thousand three hundred and thirteen dollars (\$998,313), which includes a contingency of Ninety nine thousand eight hundred thirty one dollars and thirty cents (\$98,831.30). Services to be provided under terms of this Contract are to be provided on an as needed basis and compensated for as set forth in Attachment "B", Cost Proposal, which is incorporated herein by reference. Utilization of the contingency is not permitted unless directed in writing by AUTHORITY Project Manager. CONSULTANT'S fee for services is included in the total estimated contract cost and shall be a specific rate of compensation contract, as agreed upon, and noted in Attachment "B", Cost Proposal. Payment will be based upon cost per task and percentage of task completed on a monthly basis.
- 3.3 Intentionally left blank
- 3.4 Intentionally left blank
- 3.5 The cost principles set forth in Part 31, Contract Cost Principles and Procedures, in Title 48, Federal Acquisition Regulations System of the Code of Federal Regulations (CFR) as constituted on the effective date of this Contract shall be utilized to determine allowableness of costs under this Contract and may be modified from time to time by amendment of the Contract.
- 3.5.1 CONSULTANT agrees to comply with Federal Department of Transportation procedures in accordance with 49 CFR, Part 18, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments.
- 3.5.2 Any costs for which payment has been made to CONSULTANT that are determined by subsequent audit to be unallowed under 48 CFR, Part 31, Contract Cost Principles and Procedures, or 49 CFR, part 18, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments shall be repaid by CONSULTANT to AUTHORITY.
- 3.5.3 Any subcontract, entered into as a result of this Contract shall

contain all of the provisions of this Section 3.5.

- 3.6 Any services provided by the CONSULTANT not specifically covered by the Scope of Services (Attachment "A") shall not be compensated without prior written authorization from AUTHORITY. It shall be CONSULTANT'S responsibility to recognize and notify AUTHORITY when services not covered by the Scope of Services have been requested or are required. All changes and/or modifications to the Scope of Services shall be made in accordance with Article 12, "Changes", herein.

Article 4 Availability of Funds

The award and performance of this Contract is contingent on the availability of funds. If funds are not allocated and available for the continuance of Services performed by CONSULTANT, Services directly or indirectly involved may be suspended or terminated by AUTHORITY at the end of the period for which funds are available. When AUTHORITY becomes aware that any portion of Services which will or may be affected by a shortage of funds, it will immediately so notify CONSULTANT. Nothing herein shall relieve AUTHORITY from its obligation to compensate CONSULTANT for Services performed pursuant to this Contract. No penalty shall accrue to AUTHORITY in the event this provision is exercised.

Article 5 Taxes, Duties, Fees

Except to the extent expressly provided elsewhere in this Contract, CONSULTANT shall pay when due, and the compensations set forth in "Article 3" shall be inclusive of all a) local, municipal, state, and federal sales and use taxes, b) excise taxes, c) taxes on personal property owned by CONSULTANT, and d) all other governmental fees and taxes or charges of whatever nature applicable to CONSULTANT to enable it to conduct business.

Article 6 Invoicing and Payments

- 6.1 The compensation of CONSULTANT as provided herein shall be payable in 4 week billing period payments, thirty (30) calendar days after receipt by AUTHORITY of an invoice prepared in accordance with instructions below. Payment shall not be construed to be an acceptance of Services.
- 6.2 CONSULTANT shall prepare all invoices in a form satisfactory to and approved by AUTHORITY and it shall be accompanied by documentation supporting each element of measurement and/or cost. Each invoice will be for a four week billing period and will be marked with AUTHORITY'S project name, contract number and task order number. Invoices shall be submitted within fifteen (15) calendar says for the period covered by the invoice. Invoices shall include request for payment for Services (including additional Services authorized by AUTHORITY) completed by CONSULTANT during each billing period. Any invoice submitted which

fails to comply with the terms of this Contract, including the requirements of form and documentation, may be returned to CONSULTANT. Any costs incurred by CONSULTANT in connection with the resubmission of a proper invoice shall be at CONSULTANT'S sole expense.

- 6.3 CONSULTANT shall furnish evidence, satisfactory to AUTHORITY, that all labor and materials furnished and equipment used during all periods prior to the period covered by any invoice have been paid in full. AUTHORITY shall not be obligated to make payments to CONSULTANT until CONSULTANT furnishes such evidence. Upon furnishing such evidence, satisfactory to AUTHORITY, AUTHORITY shall pay CONSULTANT the full amount of the invoice less disputed amounts.
- 6.4 CONSULTANT shall include a statement and release with each invoice, satisfactory to AUTHORITY, that CONSULTANT has fully performed the Services invoiced pursuant to this Contract for the period covered and that all claims of CONSULTANT and its subcontractors for Services during the period will be satisfied upon the making of such payment. AUTHORITY shall not be obligated to make payments to CONSULTANT until CONSULTANT furnishes such statement and release.
- 6.5 CONSULTANT shall forfeit the fixed fee portion of the progress payment for any billing period that CONSULTANT fails to submit an invoice within sixty (60) calendar days after the cutoff date for the billing period.

Article 7 Documentation and Right of Audit

- 7.1 CONSULTANT shall keep and maintain all books, papers, records, accounting records including but not limited to all direct and indirect costs allocated to Services, files, accounts, reports, cost proposals with backup data, and all other material relating to this Contract. Consultant shall upon request, make all such materials available to AUTHORITY or its designee at any reasonable time during the term of the Contract and for three (3) years from the date of final payment to CONSULTANT, for auditing, inspection and copying. CONSULTANT shall insert in each of its subcontracts the above requirement.
- 7.2 The Cost Proposal for this project is subject to a post award audit. After any post award audit recommendations are received the Cost Proposal shall be adjusted by the CONSULTANT and approved by AUTHORITY's Project Manager to conform to the audit recommendations. The CONSULTANT agrees that individual items of cost identified in the audit report may be incorporated into the Contract at AUTHORITY'S sole discretion. Refusal by the CONSULTANT to incorporate the audit or post award recommendations will be considered a

breach of the Contract terms and cause for termination of the Contract.

Article 8 Responsibility of Engineer
NA

Article 9 Reporting Requirements/Deliverables

All Reports and deliverables shall be submitted in accordance with Attachment "A", Scope of Services. All work prepared by the CONSULTANT shall be subject to approval by AUTHORITY.

Article 10 Permits and Licenses

CONSULTANT shall (without additional compensation) keep current all governmental permits, certificates and licenses (including professional licenses) necessary for CONSULTANT to perform Services.

Article 11 Technical Direction

11.1 Performance of Services under this Contract shall be subject to the technical direction of the AUTHORITY's Director of Transit and Rail Programs, or his designee, as identified in Attachment "A", Scope of Services, attached to this Contract. The AUTHORITY Director of Transit and Rail Programs will identify his designee, in writing to CONSULTANT, with the notice to proceed and subsequently with any changes during the contract period. The term "Technical Direction" is defined to include, without limitation:

11.1.1 Directions to the CONSULTANT, which redirect the contract effort, shift work emphasis between work areas or tasks, require pursuit of certain lines of inquiry, fill in details or otherwise serve to accomplish the contractual Scope of Services.

11.1.2 Provision of written information to the CONSULTANT, which assists in the interpretation of drawings, reports, or technical portions of the services identified herein.

11.1.3 Review and, where required by the Contract, approval of technical reports, drawings, specifications and technical information to be delivered by the CONSULTANT to AUTHORITY or Caltrans under the Contract.

11.2 Technical direction must be within the Scope of Services in the Contract. The AUTHORITY Director of Transit and Rail Programs or designee does not have the authority to, and may not, issue any technical direction

which:

- 11.2.1 Constitutes an assignment of additional Services outside the Scope of Services;
 - 11.2.2 Constitutes a change as defined in the Contract clause entitled "Changes";
 - 11.2.3 In any manner causes an increase or decrease in the Contract's estimated cost or price or the time required for contract performance;
 - 11.2.4 Changes any of the expressed terms, conditions or specifications of the Contract; or
 - 11.2.5 Interferes with the CONSULTANT'S right to perform the terms and conditions of the Contract; and
 - 11.2.6 A failure of the CONSULTANT and AUTHORITY Project Manager to agree that the technical direction is within the scope of the Contract, or a failure to agree upon the Contract action to be taken with respect thereto shall be subject to the provisions of Article 30, Disputes.
- 11.3 All technical direction shall be issued in writing by the AUTHORITY' Project Manager or his designee.
- 11.4 The CONSULTANT shall proceed promptly with the performance of technical directions duly issued by the AUTHORITY Project Manager or designee, in the manner prescribed by this article and within their authority under the provisions of this clause. If, in the opinion of the CONSULTANT, any instruction or direction by the AUTHORITY Project Manager or his designee, falls within one of the categories defined in 11.2.1 through 11.2.5 above, the CONSULTANT shall not proceed but shall notify the Project Manager in writing within five (5) working days after receipt of any such instruction or direction and shall request the Project Manager to modify the contract accordingly. Upon receiving the notification from the CONSULTANT, the Project Manager shall:
- 11.4.1 Advise the CONSULTANT in writing within thirty (30) days after receipt of the CONSULTANT'S letter that the technical direction is or is not within the scope of Article 12, Changes.
 - 11.4.2 Advise the CONSULTANT within a reasonable time that AUTHORITY will or will not issue a written change order.

Article 12 Changes

- 12.1 The Services shall be subject to changes by additions, deletions, or revisions thereto by AUTHORITY. CONSULTANT will be advised of any such changes by written notification from AUTHORITY describing the change.
- 12.2 Promptly after such written notification of change is given to CONSULTANT by AUTHORITY, CONSULTANT and AUTHORITY will attempt to negotiate a mutually agreeable change in compensation or time of performance and amend the Contract accordingly.

Article 13 Federal and State Mandatory Provisions

13.1 Equal Employment Opportunity/Nondiscrimination

- 13.1.1 In connection with the execution of this Contract, the CONSULTANT shall not discriminate directly or indirectly against any employee or applicant for employment because of race, color, religion, sex, age, or national origin. The CONSULTANT shall take affirmative action to insure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex, age, or national origin. Such action shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selections of training, including apprenticeship. The CONSULTANT agrees to post in conspicuous places available to employees and applicants for employment notices setting forth the provisions of the Equal Opportunity clause.
- 13.1.2 The CONSULTANT shall, in all solicitations or advertisements for employees placed by or on behalf of the CONSULTANT, state that all qualified applications shall receive consideration for employment without regard to age, race, creed, color, or national origin.
- 13.1.3 NA
- 13.1.4 The CONSULTANT shall comply with all provisions of Executive Order No 11246 as amended by Executive Order 11375, and as supplemented in Department of Labor

regulations (41 CFR, Part 60), and shall permit access to its books, records, and accounts by AUTHORITY and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.

13.1.5 In the event of the CONSULTANT'S noncompliance with the Equal Opportunity clause of this Contract or any of the said rules, regulations, or orders, this Contract may be canceled, terminated, or suspended, in whole or in part, and the CONSULTANT may be declared ineligible for further government contracts in accordance with procedures authorized in Executive Order No. 11246 as amended by Executive Order 11375, and as supplemented in Department of Labor Regulations (41 CFR, Part 60).

13.1.6 The CONSULTANT shall include the provisions of paragraph (13.2.1) of this Section in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to Section 204 of Executive Order No. 112346 as amended by Executive Order 11375, and as supplemented in Department of Labor regulations (41 CFR, Part 60), so that such provisions will be binding upon each subcontract or vendor. The CONSULTANT shall take such action with respect to any subcontract or purchase order as AUTHORITY may direct as a means of enforcing such provisions, including sanctions for noncompliance. Provided, however, that in the event the CONSULTANT becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by AUTHORITY, the CONSULTANT may request AUTHORITY to enter into such litigation to protect the interests of AUTHORITY.

13.2 Affirmative Action for Handicapped Workers

13.2.1 The CONSULTANT will not discriminate against any employee or applicant for employment because of physical or mental handicap in regard to any position for which the employee or applicant for employment is qualified. The CONSULTANT agrees to take affirmative action to employ, advance in employment and otherwise treat qualified handicapped individuals without discrimination based upon their physical or mental handicap in all employment practices such as the following: employment, upgrading, demotion or transfer, recruitment, advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship.

Article 14 Conflict of Interest

- 14.1 The CONSULTANT agrees that it presently has no interest financial or otherwise and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this Contract. The CONSULTANT further agrees that in the performance of this Contract, no person having any such interest shall be employed. CONSULTANT is obligated to fully disclose to the AUTHORITY in writing of any conflict of interest issues as soon as they are known to CONSULTANT.
- 14.2 No portion of the funds received by the CONSULTANT under this Contract shall be used for political activity or to further the election or defeat of any candidate for public office.

Article 15 Key Personnel

- 15.1 The personnel specified below are considered to be essential to Services being performed under this Contract. Prior to diverting any of the specified individuals to other projects, or reallocation of tasks and hours of Services, which are the responsibility of key personnel to other personnel, the CONSULTANT shall notify AUTHORITY reasonably in advance and shall submit justifications (including proposed substitutions) in sufficient detail to permit evaluation of the impact on the project. Diversion or reallocation of key personnel shall be subject to written approval by AUTHORITY. AUTHORITY also reserves the right to approve proposed substitutions for key personnel. In the event that AUTHORITY and CONSULTANT cannot agree as to the substitute of key personnel, AUTHORITY shall be entitled to terminate this Contract.
- 15.2 Key Personnel are:

David Sampson, Project Executive
Stuart Geltman, Project Manager

Article 16 Representations

CONSULTANT agrees with AUTHORITY that services supplied by CONSULTANT in performance of this Contract shall be supplied by personnel who are careful, skilled, experienced and competent and possess all relative licenses and permits in their respective trades or professions. CONSULTANT agrees to provide services under this Contract consistent with the standard generally recognized as being employed by professionals in the same discipline, which are generally accepted in the State of California. CONSULTANT warrants that all employees and subcontractors shall have sufficient skill and experience to perform the Services assigned them.

Article 17 Proprietary Rights/Confidentiality

- 17.1 If, as a part of the Contract, CONSULTANT is required to produce materials, documents data, or information (“Products”), then CONSULTANT, if requested by AUTHORITY, shall deliver to AUTHORITY the original of all such Products which shall become the property of AUTHORITY.
- 17.2 All materials, documents, data or information obtained from AUTHORITY's data files or any AUTHORITY medium furnished to CONSULTANT in the performance of this Contract will at all times remain the property of AUTHORITY. Such data or information may not be used or copied for direct or indirect use outside of this Project by CONSULTANT without the express written consent of AUTHORITY.
- 17.3 Except as reasonably necessary for the performance of Services, CONSULTANT and its employees and agents shall hold in confidence the materials and information referred to in this Article 17, “PROPRIETARY RIGHTS/CONFIDENTIALITY”, which are produced by CONSULTANT for AUTHORITY in the performance and completion of CONSULTANT'S Services under the Contract, until released in writing by AUTHORITY, except to the extent such materials and information become a part of public domain information through no fault of CONSULTANT, or its employees or agents.
- 17.4 CONSULTANT shall not use AUTHORITY'S name or photographs of the Project in any professional publication, magazine, trade paper, newspaper, seminar or other medium without first receiving the express written consent of AUTHORITY.
- 17.5 All press releases relating to the Project or this Contract, including graphic display information to be published in newspapers, magazines, and other publications, are to be made only by AUTHORITY unless otherwise agreed to by CONSULTANT and AUTHORITY.
- 17.6 CONSULTANT agrees that it, and its employees, agents, and subcontractors will hold confidential and not divulge to third parties without the prior written consent of AUTHORITY, any information obtained by CONSULTANT from or through AUTHORITY in connection with CONSULTANT's performance of this Contract, unless (a) the information was known to CONSULTANT prior to obtaining same from AUTHORITY pursuant to a prior contract; or (b) the information was at the time of disclosure to CONSULTANT, or thereafter becomes part of the public domain, but not as a result of the fault or an unauthorized disclosure of CONSULTANT or its employees, agents, or subcontractors, or (c) the information was obtained by CONSULTANT from a third party who did not receive the same, directly or indirectly, from AUTHORITY and who had, to CONSULTANT'S knowledge and belief, the right to disclose the same.

Article 18 Termination

- 18.1 Termination for Convenience. AUTHORITY shall have the right at any time, with or without cause, to terminate further performance of Services by written notice to CONSULTANT specifying the date of termination. On the date of such termination stated in said notice, CONSULTANT shall discontinue performance of Services and shall preserve work in progress and completed work ("Work"), pending AUTHORITY'S instruction, and shall turn over such Work in accordance with AUTHORITY's instructions.
- 18.1.1 CONSULTANT shall deliver to AUTHORITY, in accordance with AUTHORITY'S instructions, all Products prepared by CONSULTANT or its subcontracts or furnished to CONSULTANT by AUTHORITY. Upon such delivery, CONSULTANT may then invoice AUTHORITY for payment in accordance with the terms hereof.
- 18.1.2 If CONSULTANT has fully and completely performed all obligations under this Contract up to the date of termination, CONSULTANT shall be entitled to receive from AUTHORITY as complete and full settlement for such termination a pro rata share of the contract cost and a pro rata share of any fixed fee, for such Services satisfactorily executed to the date of termination.
- 18.1.3 CONSULTANT shall be entitled to receive the actual cost incurred by CONSULTANT to return CONSULTANT's field tools and equipment, if any, to it or its suppliers' premises, or to turn over Work in progress and Products in accordance with AUTHORITY's instructions plus the actual cost necessarily incurred in effecting the termination.
- 18.2 Termination for Cause. In the event CONSULTANT shall file a petition in bankruptcy, or shall make a general assignment for the benefit of its creditors, or if a petition in bankruptcy shall be filed against CONSULTANT or a receiver shall be appointed on account of its solvency, or if CONSULTANT shall default in the performance of any express obligation to be performed by it under this Contract and shall fail to immediately correct (or if immediate correction is not possible, shall fail to commence and diligently continue action to correct) such default within ten (10) calendar days following written notice thereof, AUTHORITY may, without prejudice to any other rights or remedies AUTHORITY may have, (a) hold in abeyance further payments to CONSULTANT; (b) stop any services of CONSULTANT or its subcontractors related to such failure until such failure is remedied; and/or (c) terminate this Contract by written notice to CONSULTANT specifying the date of termination. In the event of such termination by

AUTHORITY, AUTHORITY may take possession of the Products and finish Services by whatever method AUTHORITY may deem expedient. A waiver by AUTHORITY of one default of CONSULTANT shall not be considered to be a waiver of any subsequent default of CONSULTANT, nor be deemed to waive, amend, or modify any term of this Contract.

18.2.1 In the event of termination CONSULTANT shall deliver to AUTHORITY all finished and unfinished Products prepared by CONSULTANT or its subcontractors or furnished to CONSULTANT by AUTHORITY.

18.3 All claims for compensation or reimbursement of costs under any of the foregoing provisions shall be supported by documentation submitted to AUTHORITY, satisfactory in form and content to AUTHORITY and verified by AUTHORITY. In no event shall CONSULTANT be entitled to any prospective profits or any damages because of such termination.

Article 19 Stop Work Orders

Upon failure of CONSULTANT or its subcontractors to comply with any of the requirements of this Contract, AUTHORITY shall have the authority to stop any Services of CONSULTANT or its subcontractors affected by such failure until such failure is remedied or to terminate this Contract in accordance with Article 18, "Termination".

Article 20 Claims

AUTHORITY shall not be bound to any adjustments in the Contract amount or \ time for CONSULTANT's claim unless expressly agreed to by AUTHORITY in writing and any such adjustments in the Contract amount so agreed to in writing shall be paid to CONSULTANT by AUTHORITY. No claim hereunder by CONSULTANT shall be allowed if asserted after final payments under this Contract.

Article 21 Insurance

Without limiting the indemnification, CONSULTANT shall have in effect and maintain throughout the entire term of this Contract the following types of insurance with limits as shown:

21.1 Professional Liability Insurance – Not Applicable

21.2 Workers' Compensation Insurance or state-approved self-insurance program in an amount and form to meet all applicable requirements of the Labor Code of the State of California, including Employers Liability with \$250,000 limits, covering all persons providing services on behalf of CONSULTANT and all risks to such persons under this Contract.

- 21.3 Comprehensive General Liability Insurance or Commercial General Liability Insurance, including coverage for Premises and Operations, Contractual Liability, Products/Completed Operations Liability, Personal Injury Liability, Broad-Form Property Damage and Independent Contractors' Liability, in an amount of not less than \$1,000,000 per occurrence, combined single limit, and \$3,000,000 in the aggregate written on an occurrence form.

For products and completed operations a \$2,000,000 aggregate shall be provided.

- 21.4 Comprehensive Automobile Liability Coverage, including owned, non-owned and hired automobiles, in an amount of not less than \$1,000,000 per occurrence, combined single limit, and in the aggregate written on an occurrence form.

- 21.5 Proof of Coverage. CONSULTANT shall immediately furnish certificates of insurance to AUTHORITY evidencing the insurance coverage required above, prior to the commencement of performance of services. The certificates shall provide that such insurance shall not be terminated without thirty (30) days written notice to AUTHORITY, and CONSULTANT shall maintain such insurance from the time CONSULTANT commences performance of services hereunder until the completion of such Services.

- 21.6 Additional Insured. All policies, except for Workers' Compensation and Professional Liability policies, shall contain endorsements naming AUTHORITY and its officers, employees, named agents, and named volunteers as additional insured's with respect to liabilities arising out to the performance of Services hereunder. The additional insured endorsements shall not limit the scope of coverage for AUTHORITY to vicarious liability but shall allow coverage for AUTHORITY to the full extent provided by the policy.

- 21.7 Waiver of Subrogation Rights. CONSULTANT shall require the carriers of required coverages (except for professional liability insurance) to waive all rights of subrogation against AUTHORITY, its officers, employees, agents, volunteers, contractors, and subcontractors. All general auto liability insurance coverage provided shall not prohibit CONSULTANT or CONSULTANT'S employees or agents from waiving the right of subrogation prior to a loss or claim. CONSULTANT hereby waives all rights of subrogation against AUTHORITY.

- 21.8 All policies required herein are to be primary and non-contributory with any insurance carried or administered by AUTHORITY.

- 21.9 Insurance shall be written by insurers authorized or approved to do business in the State of California and with a minimum "Best" Insurance

Guide rating of "A-VII". Carriers must be qualified to do business in California and maintain an agent for service of process within California.

Article 22 Indemnity

CONSULTANT agrees to] indemnify and hold harmless AUTHORITY and their officers, employees (past and present), named agents, and representatives from and against:

- 22.1 Any claim, cause of action, liability, loss, cost or expense arising from infringement or improper appropriation or use by AUTHORITY of trade secrets, proprietary information, know-how, copyright rights or inventions, arising out of the use of methods, processes, designs, information, or other items furnished or communicated to AUTHORITY by CONSULTANT in connection with performance of Services; and
- 22.2 Any claim, cause of action, liability, loss, cost or expense, on account of injury to or death of persons or damage to or loss of property to the extent which arises out of the negligence or willful wrongful acts of CONSULTANT or its subcontractors, employees, or agents, in the performance of Services, and includes any and all expenses, including attorneys' fees, incurred by AUTHORITY for legal action to enforce CONSULTANT'S indemnification obligations hereunder.

Article 23 Damages due to Errors and Omissions

Intentionally Left Blank

Article 24 Ownership of Drawings and Data

All drawings, specifications reports and other data developed by CONSULTANT under this Contract shall become the property of AUTHORITY when prepared, whether delivered to AUTHORITY or not.

Article 25 Subcontracts

- 25.1 CONSULTANT shall not subcontract performance of all or any portion of Services under this Contract, excepting subcontractors listed in the CONSULTANT'S proposal, without first notifying AUTHORITY of the intended subcontracting and obtaining AUTHORITY'S written approval of the subcontracting and the subcontractor. The definition of subcontractor and the requirements for subcontractors hereunder shall include all subcontracts at any tier.
- 25.2 CONSULTANT agrees that any and all subcontractors of CONSULTANT will comply with the terms of this Contract applicable to the portion of Services performed by them. If requested by AUTHORITY, CONSULTANT shall furnish AUTHORITY a copy of the proposed

subcontract for AUTHORITY'S approval of the terms and conditions thereof and shall not execute such subcontract until AUTHORITY has approved such terms and conditions. AUTHORITY approval shall not be unreasonably withheld.

25.3 Approval by AUTHORITY of any services to be subcontracted and the subcontractor to perform said Services will not relieve CONSULTANT of any responsibility or liability in regard to the acceptable and complete performance of said Services.

25.4 Any substitution of subcontractors must be approved in writing by AUTHORITY'S Project Manager.

Article 26 Inspection and Access

AUTHORITY or any of its designees shall at all times have access during normal business hours to CONSULTANT's operations and products wherever they are in preparation or progress, and CONSULTANT shall provide sufficient, safe, and proper facilities for such access and inspection thereof. Inspection or lack of inspection by AUTHORITY shall not be deemed to be a waiver of any of their rights to require CONSULTANT to comply with the Contract or to subsequently reject unsatisfactory services or products.

Article 27 Independent Contractor

CONSULTANT is and shall be at all times an independent contractor. Accordingly, all Services provided by CONSULTANT shall be done and performed by CONSULTANT under the sole supervision, direction and control of CONSULTANT. AUTHORITY shall rely on CONSULTANT for results only, and shall have no right at any time to direct or supervise CONSULTANT or CONSULTANT's employees in the performance of Services or as to the manner, means and methods by which Services are performed. All workers furnished by CONSULTANT pursuant to this Contract, and all representatives of CONSULTANT, shall be and remain the employees or agents of CONSULTANT or of CONSULTANT's subcontractor(s) at all times, and shall not at any time or for any purpose whatsoever be considered employees or agents of AUTHORITY.

Article 28 Precedence

28.1 The Contract documents consist of these General Terms and Conditions and Attachment "A", Scope of Services, Attachment "B", Cost Proposal, CONSULTANT's proposal and AUTHORITY's Request for Proposal are incorporated herein by reference.

28.2 The following order of precedence shall apply:

28.2.1 The provision of this Contract, its General Terms and Conditions, and Attachments

- 28.2.2 AUTHORITY's Request for Proposal 11044
28.2.3 CONSULTANT's Proposal dated October 6, 2010

- 28.3 In the event of an express conflict between the documents listed in Article 28.2, or between any other documents, which are a part of the Contract, CONSULTANT shall notify AUTHORITY immediately in writing and shall comply with AUTHORITY's resolution of the conflict.

Article 29 Communications and Notices

- 29.1 Any and all notices permitted or required to be given hereunder shall be deemed duly given (a) upon actual delivery, if delivery is personally made; or (b) upon delivery into the United States Mail if delivery is by postage paid certified mail (return receipt requested), fax or private courier. Each such notice shall be sent to the respective party at the address indicated below or to any other address as the respective parties may designate from time to time by a notice given in accordance with this Article. A change in address may be made by notifying the other party in writing.

TO CONSULTANT:

Name: AECOM
Address: 300 S Grand Avenue, 2nd Floor
Los Angeles, CA 90071
Attn: David Sampson
Phone: 203 256 1717
Fax: (AREA) NUMBER

TO AUTHORITY:

Name: San Bernardino Associated Governments
Address: 1170 W. Third Street, 2nd Floor
San Bernardino, California 92410
Attn: Mr. Mitch Alderman, Director of Transit and Rail Programs
Phone: (909) 884-8276
Fax: (909) 885-4407

- 28.2 All communications pursuant to or in connection with this Contract shall be marked with AUTHORITY's contract number.

Article 30 Disputes

- 30.1 In the event any dispute arises between the parties hereto under or in connection with this Contract (including but not limited to disputes over payments, reimbursements, costs, expenses, services to be performed, Scope of Services and/or time of performance), the dispute shall be decided by the Project Manager of AUTHORITY or his duly authorized

representative within thirty (30) calendar days after notice thereof in writing which shall include a particular statement of the grounds of the dispute. If CONSULTANT does not agree with the decision, then CONSULTANT shall have thirty (30) calendar days after receipt of the decision in which to file a written appeal thereto with the Executive Director of AUTHORITY. If the Executive Director fails to resolve the dispute in a manner acceptable to CONSULTANT, then such appeal shall be decided by a court of competent jurisdiction.

30.2 During resolution of the dispute, CONSULTANT shall proceed with performance of this Contract with due diligence and AUTHORITY shall continue to pay for services performed in accordance with the requirements herein.

Article 31 Gratuities

CONSULTANT, its employees, agents, or representatives shall not offer or give to an officer, official, or employee of AUTHORITY, gifts, entertainment, payments, loans, or other gratuities to influence the award of a contract or obtain favorable treatment under a contract.

Article 32 Review and Acceptance

All Services performed by CONSULTANT shall be subject to periodic review and approval by the representatives of AUTHORITY at any and all places where such performance may be carried on. Failure of AUTHORITY to make such review, or to discover defective Work, shall not prejudice the rights of AUTHORITY at the time of final acceptance. All Services performed by CONSULTANT shall be subject to periodic and final review and acceptance by AUTHORITY upon completion of all Services.

Article 33 Safety

CONSULTANT shall strictly comply with all local, municipal, state, and federal safety and health laws, orders and regulations applicable to CONSULTANT'S operations in the performance of Services hereunder.

Article 34 Assignment

CONSULTANT shall not assign this Contract wholly or in part, voluntarily, by operation of law, or otherwise without first obtaining the written consent of AUTHORITY. Subject to the foregoing, the provisions of this Contract shall extend to the benefit of and be binding upon the successors and assigns of the parties hereto.

Article 35 Amendments

This Contract may only be changed by a written amendment duly executed by CONSULTANT and AUTHORITY except, that changes to the Contract to

implement administrative changes such as approved changes in key personnel may be made by administrative amendment signed by CONSULTANT and AUTHORITY's Project Manager or other duly authorized representative.

Article 36 Governing Law and Venue

This Contract shall be subject to the law and jurisdiction of the State of California. The parties acknowledge and agree that this agreement was entered into and intended to be performed in whole or substantial part in San Bernardino County, California. The parties agree that the venue for any action or claim brought by any party to this agreement will be the Central District of San Bernardino County. Each party hereby waives any law or rule of court, which would allow them to request or demand a change of venue. If any action or claim concerning this agreement is brought by any third party, the parties hereto agree to use their best efforts to obtain a change of venue to the Central District of San Bernardino County.

Article 37 Prevailing Wages

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Article 38 Contingent Fee

The CONSULTANT warrants, by execution of this Contract, that no person or selling agency has been employed or retained to solicit or secure this Contract upon an agreement or understanding for a Commission, percentage, brokerage, or contingent fee, excepting bona fide employees or bona fide established commercial or selling agencies maintained by the CONSULTANT for the purpose of securing business. For breach or violation of this warranty, AUTHORITY has the right to annul this Contract without liability, pay only for the value of Services actually performed, or in its discretion, to deduct from the Contract price or consideration, or otherwise recover, the full amount of such commission, percentage, brokerage, or contingent fee.

Article 39 Location of Performance

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Article 40 Entire Document

40.1 This Contract and its attachments constitute the sole and only agreement governing Services and supersedes any prior understandings, written or oral, between the parties respecting the within subject matter. All previous proposals, offers, and other communications, written or oral, relative to this Contract, are superseded except to the extent that they have been incorporated into this Contract.

40.2 No agent, employee or representative of AUTHORITY has any authority to bind AUTHORITY to any affirmation, representation or warranty outside of, or in conflict with, the stated terms of this Contract, and

CONSULTANT hereby stipulates that it has not relied, and will not rely, on same.

- 40.3 As this Contract was jointly prepared by both parties, the language in all parts of this Contract will be construed, in all cases, according to its fair meaning, and not for or against either party.

Article 41 Federal, State, and Local Laws

CONSULTANT warrants that in the performance of this Contract, it shall comply with and shall keep itself fully informed of all applicable Federal, State and local laws, ordinances, rules and regulations.

Article 42 Attorney's Fees

If any legal action is instituted to enforce or declare any party's rights hereunder, each party, including the prevailing party, must bear its own costs and attorneys' fees. This paragraph shall not apply to those costs and attorneys' fees directly arising from any third party legal action against a party hereto and payable under Article 22, "Indemnity".

IN WITNESS WHEREOF, the parties hereto have executed this Contract on the day and year below written, but effective as of the day and year first set forth above.

**SAN BERNARDINO COUNTY
TRANSPORTATION AUTHORITY**

**AECOM TECHNICAL
SERVICES, INC.**

By: _____
Brad Mitselfelt
President

By: _____
David Sampson
Vice President, AECOM

Date: _____

Date: _____

APPROVED AS TO FORM:

By: _____
Penny Alexander-Kelley
AUTHORITY Counsel

Attachment A

Work Plan

The Omnitrans Comprehensive Operational Analysis is an independent study of all aspects of Omnitrans organization and transit services within the Omnitrans service area. This will be a cooperative process involving the consultant team, SANBAG, and Omnitrans as the major stakeholders in the project. This study will be guided by representatives from both SANBAG and Omnitrans, with approval of study products by both the Omnitrans and SANBAG boards.

The project work plan is divided into three tasks, as designated in the RFP. They are as follows:

- Phase I: Analysis of the existing condition for Omnitrans, providing a comprehensive analysis of services, a financial analysis, a review of the organizational structure, effectiveness of the governance structure and a determination of service needs within the Omnitrans service area.
- Phase II: Development of service, management and organizational alternatives to improve Omnitrans and transportation services within the Omnitrans service area
- Phase III: Preparation and presentation of an action plan, as well as an implementation program for Omnitrans and other applicable entities.

Phase I Comprehensive Operations Analysis/Analysis of Existing Conditions and Determination of Need

Phase I establishes the baseline of existing conditions for the remainder of the project, along with analyses and initial findings concerning opportunities for service, management and organizational changes.

Kick-off Meeting

In conjunction with the start of the technical work described in Phase I, Tasks 1 through 6, we recommend a kickoff meeting to start the project. The kickoff meeting will include staff from SANBAG and Omnitrans, along with other invited parties who will form a TAC for the project. The objectives of the meeting are to:

- Discuss the work plan, milestones, and schedule
- Discuss project goals, objectives, and study expectations
- Identify and collect all written documents for the project, previous studies, identify data gaps, and identify resources and methods to collect additional data, if necessary
- Identify stakeholders for the project
- Discuss QA/QC process

It is expected that the kick-off meeting will be a two day event. Up to eight(8) of the major task leaders from the consultant team will attend the kickoff. The kickoff meeting visit will also include a great deal of on-site “windshield studies” of the area for the consultant team, of current

bus routes and ridership activities, and any other salient features that the TAC believes should be seen.

In preparation for this site visit we will send in advance a comprehensive data request form, and will work with staffs to identify existing data resources and begin to collect available information. We will also begin to work with the TAC to identify up to 20 stakeholders to meet with in Task 4, and will discuss our plans for the other outreach activities and when and where they might be held.

Task 1: Comprehensive Operating Analysis of All Services

The purpose of the COA is to develop complete a broad-based inventory and assessment of Omnitrans including operations, finance, capital program, and management/organization. As such, it forms the base upon which all subsequent analyses and recommendations will be based.

Operational and ridership data will be made available to us from TransTrack and APC counters, and will be supported by other data collection activities, including surveys, interviews, outreach, and a review of other operating documents and planning reports. We will coordinate with SANBAG and Omnitrans staff, as well as with staff from area economic development authorities and other local, city, and county agencies, so that we can have access and use of all necessary databases about the community – demographics, land uses and trip generators, roadways and traffic data, et al – that may already be available. We will determine how recent this data is and the extent to which it is mapped in a GIS format.

If additional data is required, we will coordinate with SANBAG and Omnitrans regarding the development of a supplementary data collection plan. We do not foresee the need for any copious amounts of data beyond that which would already be available. Similarly, we would assume that National Transit Database (NTD) information would be made available to us, backed by a wealth of operating and financial data.

The product of these efforts will describe existing and future conditions, trends over the past several years with regard to transit operations, and both system-wide and route specific reviews.

Subtask 1.1 - Service Area Characteristics

The descriptions of community characteristics, and particularly the changes over the past two decades, are critical for the project and development of a responsive plan. Providing a network of services which is most useful to the community requires an understanding of the community itself. Developing a service area profile generally consists of three elements – demographics, land use/trip generators, and travel patterns. We will meet to discuss the availability of such data upon the onset of the study, and to determine if any new data is needed to fill in gaps. We will supplement the written data, tables, and maps with our own on-site studies of the area (e.g., windshield surveys and in-person conversations with key players in the project as part of the service needs process).

Demographics - Demographic information on traditional transit markets will be collected (e.g., income levels, age, auto availability, disability, et cetera). Data should also include information about occupation and work locations to help determine commuter patterns and potential for work trip services. The data should be provided at no broader a level than census tract or TAZ (Traffic Analysis Zone) levels to provide a detailed profile of need throughout the area. If block or block-group data is available, it will also be analyzed. The consulting team will use 2010 data as it becomes available for the demographics.

The objective of this task is to identify population needs by location and magnitude, now and for the future, so that they can in turn be related to the location of trip generators and the supply of transit services in the community. The profiles can also tell which groups appear to use the service disproportionately to expectations, and which are not using it to the degree they might if changes were made.

Land Use and Trip Generators - The consulting team will meet with Omnitrans and SANBAG staff, and staff from cities and towns as needed, to collect the information that currently exists and is mapped for these data. The intent of this task is to find out the destinations in the region needing coverage, be they schools, downtown or neighborhood commercial centers, malls, social service agencies, government facilities, parks, employers, et cetera.

- All such locations should be mapped using GIS so that they can be readily analyzed with population and employment data, and the route network as part of the analysis of services and needs assessment.
- Along with type of generator and location, we would like data on intensity (e.g., employees for an employer, square footage for a mall or shopping center, students for a school).
- Also, we would request information on planned or projected development which would occur during the five years of this plan that might affect bus routings.

Travel Patterns - Finally, data on prior and current travel patterns, roadway networks, and planned changes to the highway network which describe for us travel desire lines, changes in patterns, and future changes which could affect routings and bus speeds, should be provided.

On-Site Surveying - We will augment all of this data with on-site visits and visual surveys of the area.

Subtask 1.2 - Transit Service Review

Omnitrans staff will provide a description of the transit network in the area to include its history and details concerning the all transit services. This task description provides the team with an overview of the types of materials which are needed for the analyses in subsequent tasks; the consulting team will discuss these data items with staff to determine availability and appropriateness, and, if needed, to suggest methods for data collection where needed, as was mentioned previously.

This task is undertaken to review the Omnitrans system and all of its component parts. This review uses Omnitrans' reports and management records, which we will subsequently discuss with system personnel, and augment with our on-site inspection during the first visit. The review will cover all aspects of the system, including route structure and operations, financial and operating performance, maintenance facilities and systems, capital assets, and administrative and management structure.

The basic operations inventory, some of which is on the website (fares, equipment, routes and schedules) includes the following:

- Route structure and coverage
- Days and hours of operation
- Route lengths and scheduled running times
- Headways, recovery/layovers, and cycle times
- Layover locations
- Deadhead hours/miles
- Schedule convenience and transfer coordination
- Fare structure
- Terminal and transfer center locations and descriptions, including bus stops and shelters
- Bus stop signage
- Bus equipment and fleet utilization
- School tripper program description
- ACCESS program description with above elements

All of the above provide a descriptive baseline for services provided by Omnitrans.

The next set of data pertains to operating and financial performance factors. This includes ridership studies, loadings, schedule adherence, fare studies, operating parameters, costs, and passenger characteristics. Specifically, the range of data required, some of which will come from reports and some of which will come from the ridership data, is as follows:

- On-time performance statistics, actual running times, and travel delays
- Ridership, by route and by time of day
- Boarding and alighting characteristics
- Fare classification counts
- Transfer data
- Maximum load points by route
- Vehicle assignments by route
- Vehicle mileage data by route
- Vehicle hours by route
- Revenues by category
- Operating expenses by line item
- Deficits and sources of funding
- "Standing order" records for ACCESS service
- Typical weekly driver logs for ACCESS & general public services

Original maps and schedules, monthly reports, financial reports, marketing studies, and National Transit Database reports should be provided to us along with the data summaries. In addition, in order to complete a trend analysis for both the fixed route and demand responsive services, we will request data going back five years.

As was previously mentioned, Omnitrans has collected information regarding ridership by bus route and on/off counts for each bus stop using APC counters. We will speak with Omnitrans staff about their current processing of the collected data, and will request, if necessary, additional analysis reports to use in developing our needs assessment and alternatives.

It is assumed that the data provided from Omnitrans regarding ridership will provide a record of data for each boarding/alighting location to include the following items:

- Day of Service;
- Route, Trip and Direction of Service;
- Stop Location in terms of Street/Cross Street, Street Address, or Landmark;
- Passengers Boarding;
- Passengers Alighting;
- Passengers Onboard; and
- Actual and Scheduled Times at time points.

It should be noted that if stop locations are not available, we will conduct data processing activities on a segment basis.

The data will be subjected to various rational edits and adjustments will be made where they can be rationalized. Where multiple trips are included in the database, typical trips will be selected to develop a 100 percent representation.

The final edited database will be utilized in a variety of ways. The database will be processed to generate the described formatted reports by route. It will also be exported to Excel and the described worksheets will be generated. During the analysis portion of the project, additional reports for various time periods will be generated as necessary.

Transit Service Review will include regional transit services that provide service within the Omnitrans service area or intersecting with Omnitrans services.

Formatted hard copy reports are generally provided to include:

- Detailed Trip Summaries for each stop by route and trip;
- On Time Performance by route;
- Running Times by segment and trip;
- Aggregated Ons, Offs, & Total for each stop by route; and
- Aggregated Ons, Offs, & Load for each stop by route.

All of the above data provides the materials needed to do a performance review of the system, to assess each route relative to the system averages, and to identify strengths and weaknesses in the program.

Task 1 Deliverable

We will prepare the first draft technical memoranda which will contain sections on the transportation setting, socio-economics and land uses, transit facilities, existing transit services within the Omnitrans service area or intersecting with Omnitrans services and both general public and complementary ADA-mandated demand responsive ACCESS services.

This report, when coupled with the findings from the public outreach efforts, provides an extensive understanding of the community, the Omnitrans network and the public transit needs within the San Bernardino Valley. In conjunction with projections and other documentation, it also provides an understanding of the future setting, which will be key in developing the transit plan for the San Bernardino Valley at the end of the study.

Task 2: Financial Analysis

The purpose of the financial analysis is to evaluate the relationship of service costs to anticipated funding over the next five years and more specifically, to develop realistic annual operating and capital funding levels that would be available for the service alternatives that will be developed in Phase II.

The financial analysis and projections will be done to ensure that all recommendations of the plan are sustainable based on projections of transit costs, revenues, and capital plans. The long-term viability of the system is of paramount importance, as is the ability of the region to provide levels of service that match the region's mobility, environmental, social and economic objectives. Coupled with the current impacts of the economy and state budget on transit service levels and the startup of new transit services and Valley Transportation Services – the CTSA ; the magnitude of projected operating and capital shortfalls at present is a cause for regional concern and action, and one that has to be recognized and dealt with.

The financial analysis will integrate the organization and management issues, including new business strategies, so that in the end the plan will include a comprehensive, fact-based analysis focused on the relationships between service policies, service design and delivery, financial viability, and decision-making structures.

The financial analysis will begin with a review of Omnitrans's historic and current financial and operations data. The historic data review will analyze Omnitrans's National Transit Database (NTD) reports. The purpose of this review is to identify and evaluate trends related to capital and operating costs and revenues, levels of service, and ridership. For the analysis of historic O&M costs, the AECOM Team will use the NTD data to evaluate the four major cost functions (Vehicle Operations, Vehicle Maintenance, Non-Vehicle Maintenance, and General Administration) as well as the key cost categories which will include: wages/salaries, benefits, services, fuel, materials and supplies, and casualty and liability insurance to identify potential trends indicative to the agency's financial health and sustainability.

The analysis of historic O&M revenues will include a review of local Measure I sales tax (SANBAG's overall level and the share allocated to Omnitrans for paratransit), State LTF sales tax, as well as passenger fare revenues in comparison to ridership levels and Omnitrans fare policy.

Capital costs and revenues fluctuate based on the agency's capital improvement program for a given year or where the agency may be in its vehicle replacement cycle. As part of the historic analysis the AECOM Team will obtain Omnitrans' current fleet management plan and obtain information regarding the vehicle replacement cycles over the last 5 years. Additionally the AECOM Team will request all other capital projects initiated over the last five years and evaluate the level of federal and State funding participation by project type. A key issue facing all transit agencies in California is the impact of changes to the State Transit Assistance Funds. This source is important as it has historically been used as the local match for capital projects. The historic analysis will identify the level of funding Omnitrans has historically received for projects and estimate levels from other sources that will be needed in the future if funding from this source is reduced.

A detailed operating and capital cost and revenue model will be developed to conduct the short term five year sustainability analysis (2013-2017) and outsourcing analysis discussed in Task 6. The forecast window will extend to 2020 as this information will feed into Omnitrans 2013-2020 Short-Range Transit Plan. The model will also be the basis for the longer term financial sustainability analyses through 2030. In regards to the outsourcing analysis, the Team will incorporate more detailed information related to staffing, management, wages and benefits compiled in Task 6.

The O&M cost component of the model will reflect FY 2009 NTD data (or FY 2010 NTD data if available) as well as Omnitrans route level statistics for hours, miles and passengers. The model will provide the ability to evaluate the O&M cost impact of: changing service levels on individual routes, adding or deleting routes, or changing the nature of how service is provided based on the alternatives developed as part of the Comprehensive Operations Analysis as well alternatives developed with respect to paratransit. Additionally, the team will work with SANBAG and Omnitrans to develop annual growth rates for the key NTD cost components based in part on the historic trend analysis and any other factors that may impact O&M costs over the next five years. This will allow the Team to analyze potential scenarios such as a new labor agreement, changes in fuel and fringe benefit costs and cost sharing, or implementation of cost containment strategies compared to the current situation.

With respect to O&M revenues, the Team will work with SANBAG staff to ensure that future growth rates for Measure I and State LTF sales tax revenues are realistic compared to historic trends and the on-going economic recession as well as potential reallocation among the startup of new transit services and Valley Transportation Services and other transit related uses. Passenger fare revenues will reflect ridership projections and a projected average fares which will reflect Omnitrans' current average fare in the first year of the model. Additionally, the model will allow the team to evaluate potential changes in fare policy as well as the impact of fare increases at intervals to be defined.

As a starting point the capital component of the model will reflect Omnitrans current capital improvement program and the Short Range Transit Plan. The capital improvement plan will be adjusted to reflect any additional projects and/or changes in vehicle needs identified in the Comprehensive Operations Analysis that are projected to be implemented within the five year period. The Team will work with SANBAG and Omnitrans staff to evaluate assumed funding sources and levels to ensure that they are consistent with historic trends and, SANBAG regional planning, rail expansion activities, formation of Valley Transportation Services and reflect the status of transit funding anticipated in the State budget.

Additionally, the AECOM Team will identify and evaluate potential supplemental operating and capital revenue sources.

Based on the above activities, a Baseline Scenario will be modeled which will reflect the current level of bus service (plus implementation of the sbX) and paratransit service and the annual cost and revenue growth rate assumptions developed with SANBAG and Omnitrans staff. In addition to identifying any near term financial challenges based on maintaining service levels at status quo, the results of the Baseline scenario will also be compared to the alternatives developed during the COA in Phase II.

A fare policy analysis will be included in the financial analysis. The analysis of the fare policy will evaluate the current fare structure and see what changes can be made to improve the ease of use as well as help to improve Omnitrans' financial condition. This analysis will look at the current policies and structure, including transfer policies and fare levels. The goals of the fare policy analysis will be to evaluate policies that can 1) maximize fare revenue while maintaining ridership; and, 2) grow ridership while meeting or exceeding the established fare standard. The revenue and ridership impacts of both should be evaluated and a final recommendation should be made. It must always be kept in mind that there is a minimum fare recovery percentage. The steps are as follows:

- Develop a baseline of ridership by fare type paid (fare classification counts from Omnitrans will be used)
- Using historic data as available and literature and recent experiences, determine appropriate elasticities by rider segment (e.g. for each payment type currently used).
- Develop alternative fare scenarios, which could include increases to the base fares, adjustments in the discount rates of various media, introduction of new media, transfer policies, and use of alternative fare strategies/types
- Calculate ridership and revenue changes for a set of alternative fare policy scenarios.
- Present the results, looking at ridership and revenue forecasts, ease of use and implementation of the policies, equity issues, hardware issues/impacts et al.

Task 2 Deliverable

There will be a Tech Memo for this task which presents the current financial picture for Omnitrans, identifying major issues, including planned transit services and shortfalls within the study window. This will include identification of funding issues and future projections. This

report will be submitted to staff for review, and then presented to the TAC for review and comment at the end of Phase I. The Tech Memo will be presented to the Omnitrans Administrative and Finance Committees

Task 3: Service Policies Analysis

Service standards and policies are planning and management tools used to define reasonable levels of service. Having reviewed the existing standards and policies, studies, plans and data to develop a baseline understanding of the historical context of Omnitrans operations and the community's needs, in this task we will update and revise them as needed both to apply them as evaluation tools for this plan as well as for on-going monitoring of the system.

The assessment of performance requires a defined set of performance indicators and service standards for them, which often need to be specified separately to reflect not only the different modes operated now or potentially developed in the plan (i.e., fixed route line haul, BRT, fixed route circulators, general public demand response services, express services, ADA demand responsive services), but also the different types of services within each mode as well as expectations for such service types and the need to apply appropriate standards to specific service types. In addition, the service standards would also recognize the different nature of various geographic areas within the overall service area (e.g., suburban or urban core, etc.) and would accommodate differentiating standards for these areas.

As part of this task, we will determine if the current policy standards which are used to evaluate the Omnitrans service require changes, and if so, we will recommend where they are appropriate. We will review our recommendations with Omnitrans and SANBAG staff before utilizing these standards to evaluate services.

The selection of service standards needs to consider several factors, including a sensitivity to policy trade-offs between costs and service levels; thresholds of acceptable or deficient service which need to be developed using existing data; industry standards; and standards used in communities of similar size.

Standards can be defined in many ways and divided into many categories. Generally, they are used to reflect aspects of service level, patron convenience, fiscal condition, and passenger comfort. Each of these groups focuses on an aspect of how well the operator provides service to the public and how well the public responds to the service. As examples:

- *Service Coverage* includes measures of availability, frequency, span, directness
- *Patron Convenience* includes measures of speed, load factor, bus stop spacing, dependability, on-time performance
- *Fiscal Condition* includes fare structure, service efficiency and effectiveness (passengers/hour, passengers/trip, revenue/cost, cost/trip)
- *Passenger Comfort* includes vehicles, shelters, conditions and cleanliness, quality of information.

Other standards related to management and organization, staffing, et al will be discussed in Task 5.

Task 3 Deliverable

There will be an interim Tech Memo for this task which describes the service standards and how they were selected. This will include a discussion of the past standards used for Omnitrans and why changes were made. This report will be submitted to staff for review, and then presented to the TAC for review and comment at the end of Phase I.

Task 4: Service Needs/Public Outreach

Based on the wording in the RFP, the service needs task includes the public involvement task for Phase I, as well the evaluation of service adequacy, issues and opportunities, based on the outreach and standards and policies developed in the previous tasks. Public outreach for phase II is discussed in task 2 of phase II.

Task 4.1 Public Outreach Meetings

Our team is committed to conducting a community outreach process that will encourage early and wide participation through a series of public meetings, individual agency meetings, and site visits. The purposes of the outreach are to:

- Define and clarify study goals and objectives;
- Provide public access to the planning process;
- Identify the range of alternatives and significant issues;
- Ensure substantial community participation in the development and selection of candidate locations and concepts;
- Promote community understanding of the project;
- Gather input from and provide input to elected officials;
- Identify public concerns regarding candidate actions, and establish a process for involvement in the subsequent development, evaluation and screening of candidate concepts;
- Ensure that all groups receive information in a timely fashion;
- Guarantee easy access to public information;
- Address all inquiries in a timely and responsive manner.

Suggested elements of the outreach program follow.

Technical Advisory Committee (TAC) – The use and composition of the TAC can be discussed during the kick-off meeting and finalized immediately thereafter. The TAC is generally anticipated to consist of members of Omnitrans staff, SANBAG staff, SCAG staff, CalTrans, and other community representatives. Sufficient time must be provided to staff and TAC members to review documents.

The first meeting of a TAC can be held in conjunction with the kick-off if the TAC already is in place, or later in the first month, and is for introduction of the team, the study, work plan and

schedule, and for discussion of the members' interest and concerns about the project. The meeting will outline expectations of the committee which are fairly straightforward: to meet to discuss milestone reports and provide insights and direction as needed, and to provide support to the team with the development and presentation of the recommendations of the study. We anticipate meeting with the TAC up to 5 times at key milestone points over the course of the project. The project manager will attend all TAC Meetings, as well as one outreach person, and the project director. Depending on topic, additional staff will attend.

Progress Meetings with Omnitrans Staff – While we have suggested that the study have a TAC to review milestone reports, it will be guided on a day-to-day basis by the Omnitrans and SANBAG staff, and we propose having bi-weekly meetings built into the schedule to discuss progress and issues on a regular basis. The meetings will go over progress in the past two weeks, work product status, activities of the past two weeks and planned for the next two, including delivery of reports, and any issues encountered needing resolution (typical issues are the need for timely reviews, calls to help set up interviews, data promised that needs to be received, et cetera). We propose that these meetings be held via teleconference except when they coincide with site visits as shown on the schedule at the end of this work program. Clearly, more frequent contact between the consultant and SANBAG/Omnitrans can happen at any time during the project, but this regularly scheduled event ensures that all of the key senior members of the team are in touch with the project and each other at least once every two weeks. The consultant project manager will host each conference call. Additional staff will be present depending on the topic being discussed. Early in the study, the project director and outreach staff will be key attendees of the conference call.

Public Open House – Early in the study process we will have a round of public open houses. These open houses will allow the general public to share opinions and views regarding Omnitrans services, identify issues with services, and provide comments on how to improve services. General information regarding the study, and information already analyzed will be presented at these meetings.

The public open houses will be held in an easily accessible public location. The meetings will include informal board stations where participants can interact with project team members, as well as presentations. Comment sheets will also be available for gathering input from attendees. These meetings will be publicized on both the Omnitrans and SANBAG web sites as well as through flyer postings by Omnitrans on its buses and at key stop locations. The public open houses will be attended by the project manager, Omnitrans staff and 2 outreach persons. Additional planning staff may be invited to the second round of public houses.

The consultant will be responsible for designing the format for the meetings, presentations, and presentation materials; and will write the summary of the meetings, describing them along with any comments on how they were incorporated into the final plan. SANBAG and Omnitrans shall be responsible for obtaining the meeting locations.

Stakeholder Interviews - These are a staple of our approach, allowing us to get a comprehensive view of transit in the community from all points of view, and allowing us in turn

to engage the community in the process at its inception, and hopefully then keeping them engaged and building consensus.

Working with SANBAG and Omnitrans and the TAC, we will identify up to 20 individuals or groups of individuals with whom we will talk, representing members of the business community, hospitals and health care, human services, public officials, jobs programs and employers, etc. We will:

- Conduct the interviews in person, most often at the individual's place of business, although often our clients will have public officials (city council persons, for example) come to us at a dedicated location at a municipal building or at the system's headquarters. We generally prepare a stakeholder interview guide, which is not a survey but rather a guide to the areas we want to discuss and any specific information we want to make sure we gather.
- The interviews themselves are generally free-form discussions built around the interview guide, allowing the stakeholder to freely discuss the issues surrounding public transportation, funding, community needs, the needs and concerns of their agency/company/constituents, etc.
- We assure stakeholders of confidentiality and non-attribution of their remarks by noting that the report that comes from the process integrates everyone's comments to define the overarching issues, concerns, opportunities of the entire group.

We will conduct stakeholder meetings in sessions of 30 to 60 minutes, to be held between a consulting team member and key members of the community identified by both SANBAG and Omnitrans. We will hold these "stakeholder" interviews early in the process to encourage input from varied perspectives in this large service area. We will perform up to 20 stakeholder sessions, either as one-on-one talks or sometimes with multiple individuals. These meetings are key to gaining an in-depth understanding of local issues and the local setting, and in this case to review specifically the changes in viewpoints towards transit in the past five years. The project manager and 2 members of the outreach staff will conduct the stakeholder interviews.

Local Staff Responsibilities - Work with the consultant to finalize the stakeholder list, contact the stakeholders with either a formal letter on agency letterhead or via telephone, and, once a time period is selected for the interviews, schedule appointments. We generally commit two staff for a two to three day period during weeks 3 and 4 for this effort; with that level of effort we would be able to meet our goal of 20 meetings.

Rider "Drop-In" Sessions - The riding public must be provided the opportunity to provide input during the study process, as well the general public including non-riders in the service area, in a format other than the surveys. Through a unique approach, public input can be gleaned from as much of the community as possible. We propose "Drop-In" Sessions be held at strategic locations within the San Bernardino area to encourage maximum input. These sessions allow us to engage ridership at a location other than a public meeting, which are often poorly attended. Representatives of the study team will be available for these sessions to solicit input and provide information about the study process. In addition to being present at the location, team members

will actively seek out information from riders who might not otherwise offer their input. Information will be recorded and a synthesis of results developed for study deliverables and meeting information. We expect that the transit centers will be logical locations for the sessions. Other key locations in the service area could also be used for these drop-in sessions. We propose that we would hold these sessions at 5 locations in the study area in each phase. In the first phase, the project manager and 2 members of the outreach staff will conduct the drop-ins. For presenting recommendations to the public, the project manager, 2 members of the outreach team, and a member of the planning team will be in attendance at the drop-in sessions.

We have found that these informal sessions allow us the best interaction with the riding public and have provided us with critical information with regard to service needs. Marketing and advertising are critical to the success of these sessions and we will work with local staff to spread the word about these meetings.

Website - We will provide all of our documentation, surveys, and notices in PDF format for inclusion on both the Omnitrans and SANBAG websites. Staff will be able to upload the information to the web page. The web site allows users to access project information, including a description of the study, upcoming public meeting agendas, meeting minutes, project calendar, locations of public meetings, and project mapping. This web site shall be updated as key events occur and new information develops. The web site will also contain a hyperlink to an e-mail box for submitting comments and suggestions.

Driver Meetings - Driver meetings will be held at each garage, both the two fixed route garages and demand response garages. Two rounds of driver meetings will be held, once at the beginning of the study to solicit input regarding issues with the current system and opportunities for improvements, and a second time to present preliminary recommendations to the drivers for their feedback. These meetings will be held in the late morning/early afternoon period at each facility, allowing for PM shift drivers to meet with the consultant team before their shift begins, and AM drivers can meet with the consultant team after they return from their shift. Three members of the consultant team will be present at each of the fixed route garage meetings and two members will be present at the demand response garage meetings.

The consultant team will prepare all materials required for the meetings, including maps and other presentation material. This material will be provided in electronic format for display on SmartBoards. The consultant team will also be provide food for the drivers at these meetings.

Local Staff Responsibilities – Staff responsibilities for the public outreach element include creating the list of stakeholders, contacting them and setting up the meeting schedule for them based on the days that consultant will be on site; notifying members of the TAC of the TAC meetings at milestone events; setting up the time and place for the driver/employee sessions; selecting sites for the drop-ins and making arrangements for them and providing tables, easels; using flyers prepared by the consultant to advertise the drop-ins and presentations; and placing the materials from the study on websites.

Subtask 4.2 – Surveys

This portion of the study consists of a non-rider telephone survey of the community conducted by trained professional interviewers primarily focused on non-riders. Omnitrans will be conducting the on-board passenger survey as part of another effort, and AECOM will review and provide input into the survey instrument.

The **non-rider questionnaire** is built around the concept of segmentation. The public as a whole can be divided into riders and non-riders. The initial portion of the survey questionnaire will be devoted to determining current levels of transit use, and thus the current Omnitrans market share.

Non-riders will then be divided, or segmented, initially into two groups: those with some potential to use transit regularly and those with no real potential to use transit. The former group can be called *potential riders* and the latter *staunch non-riders*. The potential riders can be further divided into sub-segments based on level of potentiality. This "level of potentiality" is based on both strength of stated desire to use transit and on behavioral criteria typically predictive of transit use, such as having to use a car for work, having to drop off/pick up young children, living at specified distances from transit service, and so forth.

The primary market segmentation needed by Omnitrans is a breakdown of the public by their *potential to use transit services*. The questionnaire will go on to examine other elements essential to the analysis: a range of local mobility needs, depth of identification of brand characteristics, interest in various service options, attitude questions and demographics. It is usually useful also to include several items related to the public's appraisal of the value of providing transit as a public service. However, this depends upon Omnitrans' needs for such information and is optional.

Another element to explore is fare structure. Fare structure can influence the movement from non-transit use to transit use under specific conditions, which we will want to explore in the telephone survey. For example, what would be the impact of an employer tax benefit? Has the sharp increase in gas prices elevated the role of cost in the modal choice decision?

Non-riders will be interviewed by telephone. The sample will be selected to ensure that the overall results have sample error of $\pm 5.0\%$ or less at a 95% confidence level. The expected sample will include 400 households which will represent the adult (18 and older) population with an internal quota of 200 potential riders. When we use the respondent as a "household reporter" it will also represent the households in the service area. How do we identify potential riders? We use a *stratified random sample*, stratifying for willingness to use transit on a regular basis under certain conditions. This means that in the survey process, we include a sampling stage in which we stratify the sample by asking a series of questions to identify *potential riders*. The final sample will include no less than 50% potential riders, thus providing us with a sample of approximately 400 persons/households - adequate for analysis of the potential riders as well as the pure or "staunch" non-riders.

The non-rider sampling begins with generating a random-digit-dialed (RDD) sample, encompassing a service area specified by Omnitrans in terms of geography, preferably zip codes. Telephone exchanges are roughly associated with zip codes and with census tracts, thus making

it possible to sample randomly within an area. However, the degree of overlap between exchanges (defined as area code plus prefix) and zips is imperfect. Thus at least for the marginal cases, it may be necessary to ask respondents whether they live within the borders of one of the served cities.

In terms of steps, the process consists of the following:

- (1) Produce a random-digit-dialed (RDD) sample.
- (2) The sample is “purged” of non-working numbers, business numbers and other numbers through a database screening process. While this adds cost to the sampling stage, it aids efficiency of the interviewing process.
- (3) Interviewers call the random sample, asking a series of screening questions to identify *levels of potential* for ridership, and limiting the number of staunch non-riders (those with virtually no potential to use transit), thus reserving “space” within the sample for a large quota of potential riders.
- (4) Continue the interview with distinct questioning tracks for the staunch non-rider and the potential rider. Generally, unless there is a ballot issue involved, the survey instrument (questionnaire) for the staunch non-rider will be considerably briefer than that for the potential rider. The questions are, however, sufficient to provide a comparative dimension so that we can better understand the differences that lead one group of people to be interested in transit service and the other to reject it.

Without the third step (screening process), Omnitrans' sample would be at the mercy of whatever incidence rate of potential ridership really exists in the adult public of the service area. If potential riders constitute only 20% of the area adults, in a sample of 400 persons, you would have only 80 who could be further analyzed as belonging to the potential rider market segment. Thus an initial sample *stratification* achieved through screening of respondents is essential.

Does such a stratification technique not distort the final sample of 400 by misrepresenting the actual proportion of potential riders? No. The reason is that the final sample is *weighted* according to the actual proportion of potential riders observed during the screening process thus creating both a sample adequate for a segmentation study and a sample that represents the general public.

(Note: The future of RDD telephone sampling. In today's environment – characterized by increasingly common cell-only households (among the young especially), caller ID, voice mail screening, and survey fatigue – the RDD telephone survey method remains a valid technique. We know this because polls call elections correctly, and are used to track various commercial and governmental services, accurately predicting sales changes, changes in employment and so forth. However, the time of validity in such surveys is not infinite. There will come a time – two years? five years? – when other methods must be found. Already it requires a ratio of 20:1 telephone numbers to one completed survey.)

Data collection will be conducted under sub-contract to a firm specializing in telephone interviewing, CareCall, whom we have used for a number of studies. This is a highly specialized field today, which uses advanced technology to assist trained human interviewers.

The days are gone when one could use in-house resources to successfully deploy the skills and equipment needed to conduct large scale telephone surveys. Networks of research firms exist nationally that provide these services under contract.

The questionnaire will be administered using a computer-assisted telephone interviewing (CATI) technique. This means that the interviewer reads from the screen and that the computer appropriately branches questions depending upon the responses. It does not mean that an electronic voice administers the interview.

Prior to the actual administration of the survey, interviewers are trained in the questionnaire and its nuances. Thus the interviewers are not only trained as interviewing personnel, but are also trained in the specific interview at hand. They will also be briefed on the nature of the Omnitrans system and the nearby town names. In this way they will have perspective when asked for clarifications during an interview.

Subtask 4.3 - Congruency Analysis and Service Adequacy

One of the first tasks in understanding service needs is to use GIS layers showing demographic data, land use and trip generator data, and the transit network to study the relationships among the three, thereby determining graphically areas of unmet need or a possible oversupply of services.

The team will look at the needs and the transit networks to produce an analysis of how the effective the service is, where services possibly need expansion, and where service may be oversupplied.

This is a technical step taken by the consulting team to compare services provided to the service needs areas, and to compare the services provided to the standards established in Task 3.

Subtask 4.4 – Needs and Opportunities Analysis

We will apply the standards to the existing bus network, for example, looking at coverage standards against actual spacing of routes; or looking at productivity by route versus standards for the system. Another common comparison is the percentage of transfers in a system versus the standard established for the system – too many transfers may require a reworking of through-route patterns. Load factors by route can be compared to standards, as can on-time performance and directness of routings.

Based upon this review, we can determine what types of changes may be needed and where these changes should be made – where more service is needed, where there is duplication, where ridership patterns do not match the service provided requiring new connections, and where loads exceed comfort levels. We can review the activity at bus stops relative to the placement of shelters, and the spacing of bus stops and their impact on operations.

Very specific information will be generated in this step, including particular attention to ridership levels by time of day, ridership levels by route and by location, productivity and cost-

effectiveness, and efficiency of each element of the service. We will use this step to analyze the level of service provided and how it matches need. We will look at all trip generators in this manner to determine which are well served and which need more service. Particular attention will be given to work trip needs, especially to those locations where there are jobs which could support entry level wage earners. We will look at the productivity of peak versus off-peak services by route, and do similar studies for weekend services, recognizing that they will have different standards than their weekday counterparts.

In the aggregate, the material from this subtask will describe where services are strongest and weakest, where duplications exist and where service is needed (currently and in the future), and the types of services which appear most responsive to the community and its projected changes. It provides the direction needed for providing service recommendations and is an important internal milestone which will require feedback from Omnitrans and SANBAG staff before we identify service alternatives that will provide a strategy to address these needs. Consideration will be made of many facets of service and the operating environment during the needs and opportunities assessment. These will include, but not be limited to:

- Route structure and function
- General public demand responsive and paratransit use and function
- System hubs and alternative hubs
- Regional plans and regional needs
- Park-and-ride locations and services
- Service characteristics, including frequency and service span
- Integrated fixed route and demand responsive services
- Alternative service delivery methods
- Matching service to land use patterns
- New and projected generator service

The objective of this subtask is to provide a technical review of the strengths and weaknesses of the existing network, where resources are well-utilized or under-utilized, and where potential markets appear untapped. Combined with the other data, and a review of services provided by other programs in the area, this technical review will complete the picture of transportation needs that must be met by the plan.

Task 4 Deliverable

There will be a Tech Memo for this task which summarizes the public outreach process and presents the congruency analysis and the needs and opportunities. This will include a discussion of the past standards used for Omnitrans and why changes were made. Each of the outreach activities will be summarized including findings from the outreach process and documentation on the outreach process. The Tech Memo will also summarize all of these analyses, and define the range of opportunities that need to be addressed in the plan. It provides the direction needed for developing alternatives and is an important milestone which requires feedback from the study committee before we undertake the development of alternatives. This report will be submitted to staff for review, and then presented to the TAC for review and comment.

Task 5: Administrative Functions

This task has three major components: (1) an efficient update of the benchmarking study and peer comparison of labor and total cost efficiency ratios, (2) a review of Omnitrans' staffing, management, and organization; and (3) a review of wage scales and benefits. The approach will be to collect current data such as job descriptions, organization charts, wage scales and benefit packages, and other related materials; the development of a peer assessment; and the analysis of the results with subsequent recommendations. The benchmarking study will be one important resource for this review, along with NTD data from peers and our team's own studies of other providers.

Task 5.1 Labor and Cost Efficiency Ratios

For the labor and cost efficiency ratios element, we will update the benchmarking study and peer comparison of labor and cost efficiency ratios to focus on administrative functions. We will include additional peers, if necessary, based on system size, modes operated (bus, rail, etc.), topography, geographical location, climate, and demographics. The objective will be to provide indicators of potential understaffing or overstaffing, as well as to provide indicators of administrative effectiveness.

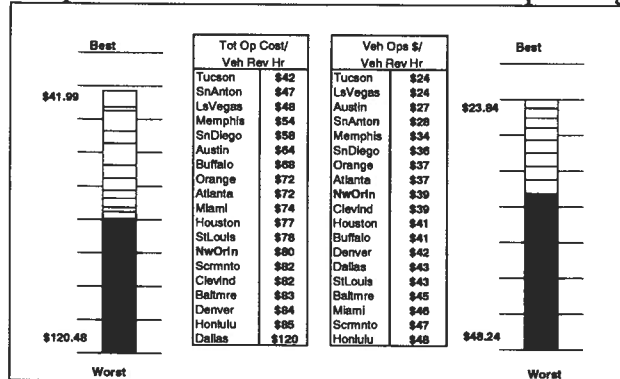
Using comparative "thermometer charts," we will rank transit authority peers from best to worst, based on performance data taken from the Federal Transit Administration's National Transit Database. We will accumulate the transit data and input the information into a linked database that calculates and builds the thermometer charts. The charts are designed to assess the transit authority's performance relative to its peers on the basis of distinct service measurements. A complete list of thermometer chart service characteristics and detailed performance measurements is provided on the right, but the focus of this study will be on the ratio of administrative costs per mile.

Thermometer Chart Features

Service Characteristics	Performance	Measurements
Measures of Service Provided	Peak vehicles Vehicle revenue miles Vehicle revenue hours UZA population Service area	
Measures of Service Consumed	Annual passengers Passenger miles Average trip length Annual passenger per capita Population density per square mile	
Measures of Cost, Employees, and Wages	Total operations cost Administrative costs per mile Number of vehicle maintenance employees Number of vehicle operations employees Vehicle operator wages per hour Vehicle operator pay hours per vehicle hour	
Measures of Effectiveness and Efficiency	Total cost per unlinked trip Total cost per vehicle mile Total cost per vehicle hour Total operations cost per unlinked trip Subsidy per unlinked trip Total operations cost per passenger mile Average fare per passenger mile Average fare per unlinked trip Passenger fares as a percent of total cost	
Measures of Vehicle, Maintenance, and Overall Efficiency	Total vehicle hours per vehicle maint. employee Total vehicle maint. employees per PM peak vehicle Vehicle maint. costs per vehicle revenue hour Vehicle maint. costs per vehicle employee Vehicle revenue miles per maintenance road call Total vehicle miles per gallon	
Measures of Vehicle Utilization and safety	Total vehicle miles per active vehicle Percent spare vehicles per PM peak vehicle Collisions per vehicle mile	
Measures of Schedule Efficiency	Peak-to-base vehicle ratio Percent of deadhead vehicle miles Percent of deadhead vehicle hours Average speed	

A sample thermometer chart follows, measuring the overall operating efficiency for a selected peer population.

Sample Thermometer Chart—Overall Operating Efficiency



Systems ranked at the top of the charts have, in the case of costs, better cost efficiency, or in the case of transit efficiency, more efficient systems. Systems ranked at the bottom of the charts are the poorest performers of the peers.

Employing a similar analytical format, we will derive and enumerate numerous observations regarding the transit operator's peer performance. AECOM will also work cooperatively with the Omnitrans and SANBAG to explain the factors that may have contributed to the calculated performance. Typical conclusions derived from the thermometer charts may include (but are not limited to) the answers to these questions:

- Do administrative, operating, or maintenance costs comprise a high percentage of total agency expenses?
- If administrative costs comprise a high percentage of total transit expenses, does the agency perform unusual functions that explain the higher administrative cost?
- If the transit authority exhibits high operating, maintenance, or overall costs per mile, has management considered remedial actions or developed long-range plans to address the higher costs?

What is more, the thermometer charts challenge business units to assess their contribution to the overall system's success; and it is through this assessment process that the charts may elicit the need for (1) new or improved cost reduction measures, (2) enhanced financial and budget management practices, (3) improved maintenance training, (4) greater employee productivity and quality control, or (5) better management and supervision that reinforces effective motivational and directional skills.

Task 5.2 Management and Organization

The report prepared for this subtask will first review the current staffing, job descriptions, lines of authority, and overall management structure of Omnitrans in all areas of the agency – operations, maintenance, and administration --and how it is functioning, paying particular

attention to its functioning relative to the agency's overall goals, policy direction and functions. As part of this task, we will be looking to understand and answer the following:

- document the organizational relationship between management and its various departments
- define lines of communications involving decision making and policy matters including functions addressed, frequency of communications, personnel involved, nature of involvement and official means to communicate decisions reached
- describe how policy and goal setting decisions are reached including identifying the participants, their involvement in the process and how decisions are communicated to staff for implementation
- identify the processes being used to evaluate the results of management and policy decisions including service and fare changes, organizational issues, funding levels, personnel actions and capital investments.
- describe the level of authority vested in senior and line management to efficiently manage the services including the ability to make necessary on-the-spot decisions without higher authority.
- describe lines of authority, responsibility and accountability between the various departments.

In the areas of management and organization we will develop a detailed understanding of the mission of each department and Omnitrans overall, the structure for carrying out all of the responsibilities associated with the service, and develop an appropriate organization chart and staffing plan.

This task will include a review of the organizational structure on the basis of how the functions are completed on a day to day basis. As part of this, we will explore policy and decision-making, communication activities, evaluation processes, and lines of authority and responsibility.

From a staff perspective we will explore the following:

- staff size by functional area
- comparison of wages paid to comparable positions in other industry sectors
- requirements for moving to higher positions
- training programs offered to improve skill levels (in-house and with an outside contractor)
- matching of capability with position or levels
- existence of specialists in certain areas
- how staff are deployed
- improved practices

The results will be compared to transit organizations of a similar size based on the literature, the team's experience, and benchmarks from the Omnitrans report. A peer group will be established

in the Labor and Cost Efficiency Ratios section of this task and the information will be compared to the peers on measures such as the ratio of administrative employees to peak fleet, or maintenance employees to peak fleet or annual miles of service, etc. A report will be produced identifying issues of staffing such as missing positions, duplication of responsibilities, understaffing, etc.

Task 5.3 Wages and Benefits

For the wage and benefits element, we will document the wages and benefits provided to the employees of the same peer systems both in California and around the country. A survey questionnaire will be sent to the selected systems, and APTA's Transit Management Compensation Report will also be utilized in order to create the database required for this subtask. This review will make note of any significant discrepancies between the job descriptions and/or responsibilities of each position and the compensation provided for that position. The data will be utilized as input regarding the equity and fairness of the total compensation package (i.e., wages, salaries and benefits) provided to each employee. Clearly, attention will focus on the compensation when compared with employees at other agencies, but also within the organization.

Task 5 Deliverable

The results of the task will be compiled in a written format and presented in a meeting to staff. It will provide both the base line data on staffing, management structure, and wages and benefits; an analysis of the findings in comparison to peers and to "ideal" structures; and preliminary findings and needs for change, which will be developed as the project proceeds in concert with the other elements.

Task 6: Transition of Services and Alternative Delivery Methods

This task consists of three subtasks. While some work can proceed on the three tasks in parallel, it must be conceived and conclusions must be reached in the following sequence:

1. The institutional structure of transit and paratransit planning, development, and delivery
2. Provision of respective services through direct public employment or contractor operations ("outsourcing")
3. Implementation and transition

Task 6.1 Institutional Structure of Transit and Paratransit Planning, Development, and Delivery

This task will include a review of the transit and paratransit planning and delivery functions, particularly focusing on long range planning and capital developments for transit, and the feasibility, benefits, and limitations of transferring paratransit service to the CTSA. This review will be achieved through a series of efforts. This will include review of the history of the CTSA program, a review of the rules and regulations related to the CTSA program, interviews and

meetings with a broad range of stakeholders, and research regarding how CTSAs have worked in other locations. AECOM will formulate the initial list of interviewees with staff from SANBAG and Omnitrans. The interviewees will at least include, Omnitrans, the SANBAG staff and (if directed) boards of directors along with representatives of Valley Transportation Services. These meetings will document the varying perspectives and encourage collaboration and build consensus for the recommended institutional structure.

The team has a detailed knowledge of transit institutional needs and issues: Regions considering inter-agency collaboration and coordination of transit face a wide range of institutional issues, including site and facilities issues, human resources including benefits, and service coordination. As a part of this inter-agency collaboration and coordination analysis, AECOM will evaluate the effectiveness of the current performance. AECOM, through its previous engagements, has detailed knowledge in each of these areas. In addition, as a result of peer reviews carried out in those engagements, AECOM can offer explicit evaluations of the universe of organizational possibilities available to the SANBAG region.

The successful implementation of regional transit collaboration will require the consensus of a broad range of officials and other key stakeholders, at least including Omnitrans, the SANBAG staff and boards of directors and Valley Transportation Services. Through its previous and ongoing engagements, AECOM has significant expertise in building consensus through interviews, brainstorming sessions, and stakeholder workshops.

AECOM will focus this wide range of experience and knowledge into determining the most effective organizational structure for Access services in the SANBAG region. In the course of making this determination, three phases of work will be completed:

- Recommendations for effective organizational structure: Following an in-depth period of review and fact finding (including interviews with both local and peer metro area officials), AECOM will present a set of preliminary recommendations. These comprehensive recommendations will describe several alternative, effective organizational structures for Access services in the region, including governance, oversight, service design, service delivery, and marketing functions. AECOM's recommendations will also specifically consider the possible funding relationships.
- Consensus on the recommended approach: The recommendations will not simply be an academic exercise, with little attention paid to the context in the affected organizations. Instead, at each step in the development of the recommendations, AECOM will solicit the opinions and reactions of managers, as well as those of key interest groups and citizens. The preliminary recommendations will be revised and augmented to reflect this input, and through this process a consensus regarding the recommendations will be created. As the recommendations are finalized, this process will set the stage for possible implementation.
- Set of action steps to achieve success: AECOM will produce a detailed set of action steps to initiate the implementation process. This action plan will include intermediate steps, key milestones, and an explicit timeline for implementation, and it will clearly identify decision points for each of the affected agencies. With the action plan and final report in hand, the region's officials and key stakeholders will be in a position to make substantive decisions on transit re-organization.

Task 6.2 Cost/Benefit Analysis of Alternative Delivery Systems

Drawing from the benchmarking and management and organizational analysis in Task 5, the AECOM Team will work with SANBAG and Omnitrans to define up to five (5) potential scenarios for alternative delivery methods for various components of Omnitrans operations, maintenance and management. The financial, effectiveness, social, environmental and economic aspects of these scenarios will be analyzed using the financial model developed in Task 2. Development of these scenarios will reflect research conducted by team members of other transit systems in California and nationally that provide a model of bus outsourcing. Such models may include but are not limited to the following:

- Partial outsourcing of service: similar to Denver RTD;
- Full outsourcing of service with continued management by agency staff: similar to North County Transit District and Phoenix Transit;
- Full outsourcing of service with management contracted to a separate private entity: similar to Foothill Transit; and
- Full outsourcing of service and management to a single private entity: similar to New Orleans RTA and TheBus in Honolulu.
- No outsourcing

In addition to bus outsourcing the AECOM Team will work with SANBAG and Omnitrans to identify models of paratransit outsourcing. With the institutional responsibility being resolved in the first subtask, the major paratransit models differ with respect to responsibility for eligibility determination, for reservations and dispatching, and with respect to a single or multiple contract operators.

The outsourcing analysis will focus on the financial considerations effects on service levels and service quality, customer satisfaction, and other issues to be defined in consultation with SANBAG and Omnitrans.

The financial model, the service delivery model and service delivery standards will be used to analyze the impact of the various bus and paratransit outsourcing scenarios on fixed and variable O&M costs; staffing, management and organizational structures; and salary and benefits; as well as potential changes in associated capital costs and in revenues including LTF. The AECOM Team will review the variable and fixed cost components and their associated cost drivers as part of the evaluation.

With respect to labor, a major consideration in the evaluation of the outsourcing options will be the impact of Section 13 (C) of the Federal Transit Act.

A larger challenge will be estimating the potential costs and quality of service associated with the outsourcing of service operation, maintenance and or management. The AECOM Team will compare the characteristics of Omnitrans with staffing levels, management and organization, wages and benefits and contracted cost per hour estimates for systems that have outsourced various bus and paratransit functions. The Team will also interview private providers to obtain a better understanding of how benefits programs and work rules differ from Omnitrans in order to

more accurately estimate a range of costs associated with contracting out various functions. Further, the Team will look at how this will affect the appropriate levels and quality of service.

The major tasks that AECOM will undertake to deliver these products include the following:

1. **Fact Finding:** AECOM will review existing reports from the regional agencies and supplement those reports with additional data; conduct 10-15 interviews with key officials and stakeholders from the region; interview key officials from at least two peer metropolitan areas; and summarize the strengths and weaknesses of alternative organizational structures.
2. **Preparation of Preliminary Recommended Approach:** AECOM, working with the SANBAG Project Manager and Omnitrans and drawing on the knowledge gained in the fact finding task, will develop a preliminary set of recommendations regarding transit organization in the region.
3. **Development of Consensus and Support:** AECOM will develop and implement an action plan for consensus development, including meetings with key individuals. The feedback received at these meetings will then be incorporated into revised and updated recommendations.

Task 6.4 Implementation and Transition

AECOM will define an implementation plan for the possible institutional structure changes and insure a smooth transition of any services; AECOM will create an Action Plan.

Creation of Action Plan: AECOM will create an action plan for the Steering Committee that outlines the steps, milestones, key decision points, and overall schedule for implementing the organizational recommendations. The plan will include each implementation task, the lead responsibility for the task, the timeframe, and the dependency on prior tasks (e.g., Task 5 will be planned if the result of Task 3 is “yes”; Task 5 will be deleted if the result of Task 3 is “no.”) If feasible, the action plan will be summarized in a Gantt chart showing the duration and sequence of tasks over time. The tasks will include the following phases or types of activities:

- Resolving initial issues (including any legal or labor relations issues)
- Policy actions that need to be taken by policy making bodies
- Any legal prerequisites to any of the recommended changes
- Significant negotiations and contracting, including intergovernmental agreements as well as procurements
- Human resource, physical facility, and information technology requirements for smooth implementation of the change.

Task 7: Summary of Findings

This task provides a summary of the work done in Phase I. A Phase I Summary Report will be provided to the TAC which will be a compilation of all tech memos produced in this task. This will include the comprehensive operational analysis, the financial analysis, the service policy analysis, the service needs assessment, administrative functions, and transition of service and outsourcing.

This is a major milestone for the project and at this point the TAC will be convened for a presentation of the materials by the consulting team. All presentation materials will be made available for the TAC, including copies of the Summary Report and electronic copies of the PowerPoint presentation. These materials will be in a format for inclusion on the agency websites.

Phase II Develop Service Alternatives

Phase II will draw from the materials from the COA, and includes the development of service options, evaluation of these options both individually and as a unified plan, and the development of a draft set of service alternatives to bring to the public. It will determine the appropriate services for each part of the Omnitrans service area. We will be presenting the options to the public along with the rationale for the changes being recommended, and will be asking them to comment so we can gauge their acceptance. The goal of this phase is to develop an effective and efficient plan taking advantage of the full family of services concepts for Omnitrans.

Task 1: Identify Service Alternatives

In this task, the consulting team will prepare service alternatives. There are basically three elements in this approach – definition of operations and service options, analysis of the options, and selection of those options to be included in the draft plan. Consideration will be made to services operated by neighboring transit systems and how they interact and coordinate with Omnitrans services such as Metrolink and other neighboring bus services.

Subtask 1.1 – Define Operations and Service Alternatives

Using the needs and opportunities summary as a guideline, the team will provide a list of improvements which we feel will meet the objectives of the study and findings of the previous task. We will develop an initial list of improvements keyed to the specific needs and opportunities previously described, and will provide sketch concepts for each suggestion to Omnitrans and SANBAG staff for review.

This task is often most successful as an interactive task in which the needs, assessments and opportunities will be provided to staff will be used as part of a working session. This will also minimize study team efforts on services that may have been considered in previous efforts, services that have been previously unsuccessful, or services that cannot be provided for institutional reasons. Local input is critical as recommendations are developed for improvement. Without local input into the process, recommendations will not be adequately “tuned” to local service needs.

For this meeting, the study team will develop basic recommendations and service parameters to help guide the discussion. We will present an assessment of each route and service in the network which includes its strengths and weaknesses. Preliminary alternatives will be presented along with service characteristics that may result from this change. In addition, concepts for new services will be presented for review by SANBAG, Omnitrans staff and eventually the public.

It is important to recognize that each suggested alternative will be identified as fitting into a timeline of short-term, medium-term or long-term recommendations. Short-term should be defined as suggested immediate changes. Medium-term is defined as following the launch of sbX revenue service and longer-term recommendations are recommendations beyond the primary five-year window of this study. In addition, we anticipate classifying each recommendation as having a minor or moderate impact on the overall transit system structure. Our service planning philosophy focuses on allowing particular routes to serve their intended function as best as possible. For example, an arterial route should function differently than a circulator route, and when a single fixed route “tries to do too much” it loses the ability to provide good service to anybody because it is trying to be all things to everybody.

As part of the planning timeline, we will provide a long-term planning strategy that will ensure recommendations in the recommended plan are part of a larger strategy to continually improve Omnitrans services.

The following services will be considered as part of this effort to match service to the local community:

- Fixed Route
- Express Service
- Bus Rapid Transit
- Commuter Service
- Deviated Fixed Route
- General Public Demand Responsive Service
- Flex Route Service
- Feeder Service
- ACCESS Services

For example, we recognize that in low density suburban areas traditional fixed route service may not provide the most effective service. For the Victor Valley Transit Authority in California, we developed alternative service delivery methods in such areas that utilized the characteristics of Flex Route service to provide a more efficient and effective service delivery model.

Working together, the consultant and local participants will pare the list to develop a more concise set of proposals, which will serve as the basis for developing draft improvement alternatives. Generally speaking, we believe that the improvement proposals generally are of two types – those which address inefficiencies and improve current operations, schedule reliability issues, overcrowding, poor utilization, et cetera; and those that expand the system to new markets, new locations, and new hours or days. The first set are basically core actions that maintain and improve the best parts of a system while adjusting inefficiencies, while the latter are addressed to new opportunities and future needs. Taken together, they achieve our objectives – to ensure that Omnitrans operates as efficiently and effectively as reasonably possible, and to ensure that it is meeting the present and future transportation needs of the community.

At the most specific level of analysis and recommendation within this structure, the results of the service analysis would be used to analyze individual route performance and within route segments, to analyze on-time performance and running times, to review ridership by time of day, and from this to identify the strengths and weaknesses of each element of the system as well as the overall system design in the context of present and future trip-making patterns where service patterns would be modified to best take advantage of such opportunities.

We will incorporate capital needs into the improvement proposals package, and will look at the route level at the number of shelters currently in use, their condition, and the need for additional shelters based upon boardings and the service standards set in the preceding task. We will review bus stop spacing and its impact upon running times and operations, and based upon utilization of the stops and standards, will provide an assessment. As part of this, we will generally assess the condition, visibility, and placement of signs, as well as the information they convey. Finally, we will look at the buses that are currently in the fleet and on order, and will determine if they are the most appropriate for the services being advanced, or if we would recommend other vehicles more suited to service types – neighborhood services, as example, might be best served by small buses, downtown shuttles by wide door, low floor buses, and university services by full-size or even articulated buses.

From all of this, the team will develop the draft recommendations. As experience suggests, the range of responses available to a bus operator is much more varied than it was just ten years ago when fixed route services were the commonly chosen application. As a result, we will not be limited to simply reducing duplications by adjusting fixed routes, or adjusting headway and spans of service – all of which will be addressed – but will look at the broader issue of integrated services, route deviation and service routes, as a means of delivering the most service for the resources available. What needs to be assessed is whether resources which are underutilized, for example, can be substituted or can be moved to other areas where service is lacking, whether ridership loads can be evened out by adjusting routes or headway, and how service can be provided most appropriately to the entire community.

Coupled with all of the operational issues will be the issues involving potential outsourcing of services, to include not only ACCESS but possibly other components. The pros and cons of these issues will also be discussed. Also, all of the recommendations and options will have to be placed within a reasonable funding framework, which will flow out of the Phase I funding research. As a result, we will determine with SANBAG and Omnitrans whether we will need to be doing a cost neutral plan, a reduced service plan, or a plan which is scaled to grow to meet emerging needs. Component elements will need to be costed accordingly to make reasonable selections.

Subtask 1.2 - Analysis of Alternatives

The team will provide a sketch plan of each service improvement or package of improvements being considered, including routing, headways, days and hours of service, and all other criteria necessary to specify the option in order to develop the data from which to prepare ridership, cost and revenue forecasts. The forecasts would include the basic level of service parameters – vehicle hours and miles of service provided, capital requirements – and performance parameters – operating cost estimates, ridership, revenues, and deficit.

We would estimate current and potential ridership at the sketch plan level utilizing several methods, including – but not limited to - ridership elasticities dependent upon the differences in travel time, similarities to other bus routes, origin-destination data derived from the survey efforts and estimates of latent demand in particular travel corridors, as well as professional judgment.

These sketch level estimates, in turn, allow us to evaluate the proposals based upon productivity, cost per trip, revenue/cost, and deficit/trip. This will be provided on a fully allocated cost basis on a route and total basis for the program. We can also review each proposal against service objectives and standards such as service accessibility, convenience, ADA compliance, and other community wide objectives, to determine how they fit overall with the direction for transit in the area.

We need to assess the options, particularly any non-fixed route services, for their acceptability to the community, their potential for implementation, their potential for impacting (positively or negatively) ADA services, and the management and staffing necessary for their implementation.

The analysis and evaluation phase is critical for designing a sustainable future for Omnitrans that meets, to the extent possible given funding source limitations, the greatest amount of need in the community. Trade-off analyses will be developed and discussed so that the full implication of the actions are understood. This would include consideration of outsourcing to save money if possible, impacts on ADA services and the potential for savings using flexible route services and more general public demand response services, management and organizational roles and implications for staffing and labor, and the implementation timeline and framework showing how the plan could be phased most effectively to meet market demand.

The financial model developed in Phase I will be used to evaluate the financial sustainability of the alternatives. The model will be used to produce tables and graphics to summarize the five year operating and capital plan associated with each alternative in relationship to the Base Line scenario developed in Phase 1.

Once all of these parameters are in place, a second working session with the TAC will be held to review the options and their impacts, and to formulate a realistic operating framework for the next five years, including options where there are choice to be made. This will become the alternative plan, with options, that will be presented to the public for comment, and will be produced in a report, in maps and charts, and in a power point.

Task 1 Deliverable

The consulting team will summarize the work in this task, including the deficiencies analysis, development of improvements, evaluation of the improvements, and finally the draft alternative plan. The draft plan will include those options which the consulting team and TAC believe are most viable for Omnitrans in the current and projected regulatory and financial environment. The team will be presenting the material to the TAC, public, and policy makers for comment, as described in the next task.

Task 2: Public Comment Opportunity

This task will present the draft alternative plan developed in Task 1 to the public. The public comment opportunity will require informing the public about the potential modifications to services and allowing them the opportunity to provide comments and input into these modifications. We will use public open houses and drop-in sessions, as well as the internet, to provide maximum opportunity for public comment.

As in Phase I, the public open houses will be held in easily accessible public locations. These meetings will include informal board stations where participants can interact with project team members, as well as presentations. Comment sheets will also be available for gathering input from attendees. These meetings will be publicized on both the Omnitrans and SANBAG web sites as well as through flyer postings by Omnitrans on its buses and at key stop locations.

The consultant will be responsible for designing the format for the meetings, presentations, and presentation materials; and will write the summary of the meetings, describing them along with any comments on how they were incorporated into the final plan.

We will also hold *one set of drop-in sessions* of 2-3 hours each ideally at the same location where the first set of drop-in sessions occurred. We will have a table and display the same materials as at the open houses, and will have two of our technical staff at the drop-ins to discuss the issues with the riders. Survey forms and comment forms will be available for those wishing to write comments rather than speak with us.

The consultants will summarize all comments received at these sessions and incorporate any changes in to the action plan in Phase III.

We will continue to provide all of our documentation, surveys, and notices in PDF format for inclusion on both the Omnitrans and SANBAG websites. This will include providing details of the proposed plan for the public to disseminate and comment on should they choose not to attend any of the public forums. The web site will should continue to accept comments which the consultant can respond to.

We will also meet with the Omnitrans employees, particularly drivers, to present the draft plan. We will looking to hear from the drivers regarding impacts to riders, turning movement issues, and running time concerns. We ask that our project team be allowed to listen to comments from drivers for most of an entire day at the most convenient location for them, general a driver ready room.

Task 2 Deliverable

There will be a tech memo for this task which summarizes the public outreach process for the proposed service changes. This tech memo will include summaries of the outreach activities including findings from the outreach process and documentation on the outreach process. This report will be submitted to staff for review, and then presented to the TAC for review and

comment. Since this will constitute the end of Phase II of the project, the TAC will meet for a presentation of all facets of Phase II, the review of public comments, and to make recommendations for changes to the draft based upon those inputs.

Phase III

The final phase, Phase III will update the draft plan and result in the production of the final 5 year plan. The final plan will be modified plan from Phase II that incorporates the comments received from the public. In this phase we will prioritize recommendations to allow for Omnitrans to phase in modifications to improve service and minimize disruption to current riders, with the phasing keyed to market needs and to the fiscal realities of the future funding sources for the services. The final plan will be presented to the Omnitrans and SANBAG's Board for approval. The final task of this phase will be assisting in implementation.

Task 1: Preparation of Action Plan

The study team will develop the final action plan for the Omnitrans in this task. We will provide a sketch plan of each short and mid-term term service change being considered, including service type (fixed route, demand response, route deviation, and integrated service), headways or response time, days and hours of service, and all other criteria necessary to specify the options in order to develop the data from which to prepare ridership and cost and revenue forecasts. The forecasts would include the basic level of service parameters – vehicle hours and miles of service provided, capital requirements – and performance parameters, operating cost estimates, ridership, revenues, and deficit.

We will evaluate the proposals based upon productivity, cost per trip, revenue/cost, and deficit/trip. We can also review each proposal against service objectives and standards such as service accessibility, convenience, ADA compliance, and other community-wide objectives, to determine how they fit overall with the direction for transit in the region and communities. It will also be important to understand the effect of proposals on land use patterns and projections. We then will assess the options for their acceptability to the community, their potential for implementation, their potential for impacting (positively or negatively) the local community, and the management and staffing necessary for their implementation.

We will define all recommendations in this plan. This plan will be analyzed for compatibility with long-range efforts and the role it will play in the long-term “vision” for transit in the San Bernardino Valley. The AECOM team is aware of the need for this plan to be sensitive to any financial constraints in the region and to provide fiscally sound alternatives for services provided by Omnitrans. Alternative funding sources can be discussed as part of the funding plan, including what would be required from a regulatory or legislative standpoint if major changes were proposed.

The draft final and final plans will contain the following elements:

- *Short Term Service Design Plan* - This section will describe all route and schedule modifications involving routes, schedules, headway, service hours, coverage, etc. Any

expansion or new types of services such as feeders, route or point deviation, demand response, and service routes will be explained in detail. Changes in service hours and days will be defined. Transfer and hub locations will be designated if new ones are established or feeder routes coordinated with fixed routes. A map of the services will be prepared. A discussion of ACCESS service implications will be included. Also, a draft run cut will be provided that takes into account the driver work rules and the service needs for the routes, which will include pull-in and pull-out times as well as relief locations, and all necessary work rules.

- *Prioritized Longer Term Changes* - Many of the recommended changes will be for longer term services, such as serving new emerging markets, express or Bus Rapid Transit services, and/or frequency changes in order to meet the needs of Omnitrans riders in the future, improve mobility throughout the San Bernardino Valley. Prioritization of these changes will be based on a number of factors including available funding, availability of equipment, ridership changes, and serving new generators.
- *Strategic Changes through 2020* – Through the life of the plan, certain changes routing changes will be strategic changes. Such strategic changes could include re-orienting bus routes for a bus rapid transit service, new services that are made available due to capital improvements such as the opening of an additional maintenance base, or smaller modifications of services for new generators. If identified by the plan, strategic changes will be specifically shown. For instances that there is no previous knowledge for certain land use changes, we will utilize standards to identify benchmarks for new service implementation/modification.
- *Staffing Changes* – Staffing and administrative recommendations will be identified in Phase I of the study. In this phase we will finalize the administrative recommendations from Phase I and describe any staffing or organizational changes that will be required to support a modification in Omnitrans, including outsourcing of certain functions, or changes in the type of organization Omnitrans may become.
- *Financial Plan* The financial model developed in Phase 1 will be expanded to 2030 to evaluate longer term O&M and capital cost and revenue assumptions and identify potential longer term issues that may impact Omnitrans long term financial sustainability. If annual funding shortfalls are identified, the Team will provide recommendations to address these shortfalls.

As discussed in Task 2, the financial plan will comprise an operating expense plan derived from the service plan above and a capital program to support it with specific elements and associated costs. We will evaluate the effectiveness of service changes on ridership and system revenue. The operating cost plan will be developed based upon ridership and revenue projections and operating costs using the level of service data above and unit costs for service from the baseline data, augmented with any additional costs or changes that are identified throughout the course of the plan. As part of this task, we will evaluate current funding levels including local, state and federal contributions, and make recommendations for any potential funding alternatives which may assist Omnitrans in implementing additional services in the

future. We will require the assistance of staff to make these assessments in order to properly identify all current and future

Capital Plan - The capital plan will include a replacement schedule for vehicles and if needed, an expansion program, along with the costs of these items. It will also include costs for new equipment (if needed), transfer centers, bus shelters and signage, operations bases, and other infrastructure support for the route network.

- *Implementation Plan/Schedule* - The last element of the plan is the implementation schedule, which will describe the phasing of all changes and the timing needed to coordinate funding, capital purchases, management, and staffing activities. This will outline in detail the timing, responsibilities and tasks for staff over the plan's time frame.
- *Strategies or Tools Required for Implementation* – We will identify strategies and tools required for implementing the various recommendations. We will identify which specific recommendations will require specialized tools and when such a recommendation would be implemented so that Omnitrans will have the correct tools to implement services in the proper timeframe. Implementation strategies will also be developed in so that Omnitrans will have a plan for bringing new services to the community and a method to go about service delivery as well as informing the public.

Task 1.2 Title VI Compliance

The purpose of this subtask is to ensure that the process used for the COA as well as the resulting Omnitrans service plan meets Title VI requirements. This is not the development of a full Title VI report and does not include other procedural issues which would otherwise be included.

With regard to the planning process, we will ensure that the outreach plan addresses Title VI requirements. We will:

- Have bilingual staff at all public meetings.
- Outreach materials (but not technical reports) will be available in both English and Spanish.
- The outreach process includes talking to passengers at major bus transfer locations so that passengers from all over the service area will be able to talk to the consultant staff.
- Public meetings will be held throughout the service area including areas accessible to low income and minority populations

For the development of the service plan, we will:

- Use the most current demographic information to determine the locations of low-income and minority populations, and ensure that these areas are properly considered in the plan.
- We will map these locations and identify the routes and services operated in these areas today. We will identify the current spans and level of service available in these areas.

- We will do the same evaluation for the proposed route network and identify the changes in levels of service, and will compare levels of service for Title VI and non-title VI areas for comparability.
- If revisions are necessary they will be incorporated in the plan.

The application of the Title VI elements will be included in the appropriate technical reports as well as in a section of the draft and final reports.

Task 1 Deliverable

The product from this task will be the delivery of a draft final report. This report will include all phases of the study and technical reports produced, as well as the final action plan for Omnitrans. This will be provided for the TAC and Omnitrans Board of Directors for review and comment. This report will also be delivered to SANBAG's Rail and Transit Committee in preparation for a final presentation.

Task 2: Presentation of Action Plan

A final presentation outlining the study process, findings, and recommendations will be made to SANBAG's and Omnitrans Board once all comments have been received regarding the draft final report. The presentation will inform the committee about the nature of the recommendations and the operating and financial implications of the plan. This presentation will allow for interaction between the consultant, staff, and Rail and Transit Board to inform the board about all aspects of the study and provide enough information for the Rail and Transit board to approve the study. Once the study is approved, a final report will be produced that will include any addendums requested by the Rail and Transit Committee.

Task 2 Deliverable

The final report will be delivered to SANBAG after all comments from the Rail and Transit Committee are provided to the study team. All presentation materials will be included as appendices to this report. This report will be provided both in hard copy format and electronic format for distribution by SANBAG and Omnitrans.

Task 3: Schedule Development

The schedule development task will consist on analyzing current scheduling practices, making recommendations to improve scheduling, and run-cutting for the new services. The list below provides an overview of the schedule development task. Items 1 through 3 will be done in phase I of the study. Items 4 through 6 will be in phase 2. Items 7 through 9 will be done in phase 3.

1. Review current documents to include, labor agreements, route performance information and operator work assignments.
2. Interview staff and analyze current scheduling practices and objectives.

3. Analyze any available run time reports, on-time performance checks and passenger data that is available from automatic vehicle locators, automatic passenger collectors and manual point or ride checks.
4. Evaluate the current run times for existing routes that are not affected by the recommendations of the COA and provide recommended changes.
5. Develop new weekday, Saturday and Sunday schedules for all adopted new routes and route modifications recommend by the COA. This includes all time points, patterns, run times, frequencies and span of service with input from Omnitrans staff.
6. Develop blocking solutions for both the remaining and new or modified routes attempting to save vehicles, platform hours or deadhead.
7. Develop all new route schedules in Omnitrans' Trapeze-FX scheduling system.
8. Develop efficient and feasible run assignments with staff in Trapeze-FX. Based on existing labor agreements and work rules.
9. Other assignments as desired.

Task 4: Technical Assistance/Development of Implementation Tools

The purpose of this task will be to assist Omnitrans in implementing recommended services developed as part of this plan, including developing implementation strategies and tools to assist in implementing services. Tools could include customer service tools, ITS equipment, planning tools, or scheduling software. All implementation tools will have been identified in the draft final report. We foresee this task as providing technical support for the recommendations which will include providing guidance in developing public information materials to inform the public and market new services, as well as providing support for any other tools and materials that will be required as part of implementation of services recommended in the plan. While we have provided hours and costs for this task, we expect that SANBAG and Omnitrans would likely pursue these efforts on a task order basis, using the "pot" of money allocated to this effort.

ATTACHMENT B

Cost Proposal By Task	Total Cost per Task	Percent of Total Cost by Task
Phase I		
1. Comprehensive Operating Analysis of All Services	\$85,862	8.60%
2. Financial Analysis	\$64,639	6.47%
3. Service Policy Analysis	\$35,565	3.56%
4. Service Needs	\$208,109	20.85%
5. Administrative Functions	\$73,093	7.32%
6. Transition of Services and Outsourcing	\$102,639	10.28%
7. Summary of Findings	\$43,641	4.37%
Phase II		
1. Identify Service Alternatives	\$100,162	10.03%
2. Public Comment Opportunity	\$74,244	7.44%
Phase III		
1. Preparation of Action Plan	\$91,038	9.12%
2. Presentation of Action Plan	\$31,981	3.20%
3. Schedule Development	\$27,346	2.74%
4. Technical Assistance/Development of Implementation Tools	\$59,993	6.01%
Total Proposed Cost	\$998,313	

- San Bernardino County Transportation Commission ■ San Bernardino County Transportation Authority
 ■ San Bernardino County Congestion Management Agency ■ Service Authority for Freeway Emergencies

Minute Action

AGENDA ITEM: 8

Date: January 20, 2011

Subject: Restructuring of the Public and Specialized Transportation Advisory and Coordinating Council (PASTACC)

Recommendation:*

1. Approve restructuring of the SANBAG PASTACC Committee as indicated in Attachment A
2. Authorize and direct the SANBAG Executive Director to appoint members to the PASTACC in accordance with Public Utility Code, Chapter 1, Article 3, Section 99238 (b)

Background: The *Public and Specialized Transportation Advisory and Coordinating Council* or PASTACC was created by SANBAG during the 1990's in response to AB120, the Social Services Transportation Improvement Act. PASTACC has historically served several purposes. PASTACC serves as an advisory body to SANBAG in matters related to specialized transportation and serving consumers who are typically represented by social service agencies. Secondly, PASTACC serves to comply with the Transportation Development Act (TDA) Section 99238 requiring the establishment of a social services transportation advisory council specifically to deal with the required annual Unmet Transit Needs Hearings for those areas not using their total LTF allocation on transit, specifically the upper and lower desert and the mountain area within San Bernardino County. Finally, PASTACC provides a mechanism for agencies to come together to develop standardized, countywide approaches to the implementation of the complex Americans with

Approved
Commuter Rail and Transit Committee

Date: _____

Moved:

Second:

In Favor:

Opposed:

Abstained:

Witnessed: _____

COG	x	CTC	X	CTA	x	SAFE		CMA	
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Check all that apply.

CRTC1101a-bk

Attachments:

CRTC1101a1-bk

CRTC1101a2-bk

Disabilities Act regulation and to monitor and be apprised of changes in ADA requirements.

Traditionally, PASTACC has operated as a horizontal organization, allowing informal exchange of information across service sectors. The PASTACC meetings provided the opportunity for dialogue between public transit providers, specialized transportation providers, social service agencies, and private non-profit and for-profit organizations resulting in providing advice and assistance to SANBAG for improvements to transportation of the county's vulnerable population. There was a sense that this dialogue had value to the participants as well, given that attendance has remained at 20 to 25 at each meeting, reaching out annually to almost 100 agencies and organizations across the county.

PASTACC GOALS

Around 1990 PASTACC voiced the general objectives of developing, increasing, expanding, enhancing, or improving transportation services for the elderly, individuals with disabilities [handicapped], and persons with limited means by adopting four goal statements:

1. Provide affordable and responsive transportation services.
2. Fairly provide transportation services to individuals in rural and urban areas, clients of large and small social service agencies, and individuals who are not represented by an agency.
3. Assist government, non-government, and non-profit social service agencies and organizations to provide transportation to clients by supplementing currently available funds.
4. Develop educational and marketing program assistance for social service agencies, transportation providers, and consumers that will lead to effective use of service.

These goal statements generally describe the areas in which PASTACC has directed its energies.

CURRENT SITUATION

Stemming from SANBAG's 2006 – 2008 Transportation Development Act (TDA) triennial review, a recommendation was made to develop a PASTACC membership guide book detailing background information, as well as PASTACC's statutory purpose and any PASTACC by-laws or guidelines. This has led to the desire for a more formalized PASTACC. Concurrently SANBAG restructured its long-standing "Commuter Rail Committee," expanding its scope

to include transit and/or bus issues and renamed the SANBAG “Commuter Rail and Transit Committee.” The SANBAG Commuter Rail and Transit Committee now serves as the primary policy committee to consider the recommendations of the PASTACC, such as the recommendations related to annual unmet transit needs hearings and other activities where formal actions are taken.

Currently PASTACC has a voluntary membership base from which it provides a single setting for public transit and specialized transportation interests to come together on a county wide level. Staff proposes a more formal and structured membership for PASTACC with voting members while retaining the open-meeting approach of continuing to invite other participants involved in transit and specialized transportation. PASTACC’s attendees are currently a mix of public transit providers (Omnitrans, Morongo Basin Transit Authority (MBTA), Mountain Area Regional Transit Authority (MARTA), Needles Area Transit, Barstow Area Transit, Victor Valley Transit Authority (VVTA), and County Department of Public Works), specialized transit providers (senior and disabled population providers), representatives of various social service organizations including County social services and private, not-for-profit, and for-profit entities serving the target population groups.

STATUTORY PURPOSE

TDA Section 99238 establishes PASTACC’s statutory purposes. This section states that SANBAG, as the planning authority, shall provide for the establishment of a social services transportation advisory council to annually participate in the identification of transit needs in its jurisdiction, including identifying unmet needs that may be met, by establishing new or specialized public transit. The social service advisory council is also responsible to annually review and recommend action by resolution in reference to the Unmet Transit Needs process.

Membership representation is spelled out in the TDA that include:

- One representative of potential transit user who is 60 years of age or older;
- One representative of potential transit user who is handicapped;
- Two representatives of the local social service provider for seniors including one representative of a social service transportation provider;
- Two representatives of the local social service providers for the handicapped including one representative of a social service transportation provider;
- One representative of a local social service provider for persons of limited means; and

Two representatives from the local CTSA, if one exists, including one from an operator

TDA Section 99238 (a)(7) states that the planning agency (SANBAG) may appoint additional members, but must take into consideration geographic and minority representation and should recruit from social services and transit providers representing elderly, handicapped, and persons of limited means.

PROPOSED STRUCTURE

The proposed more formalized approach to PASTACC will establish two classes of membership for the anticipation of more formal action items and advisory roles:

1. Appointed members with voting authority; and
2. Invited participants

Such a structure will help ensure that PASTACC has the authority to support its recommendations and findings provided by the voting members and that there is continuity in participation. This also maintains its commitment to open dialogue, coordination, and exchange of information across the various sectors that are embraced in its name and involved with transit and specialized transportation matters.

Categories of Appointment - PASTACC members will be appointed by SANBAG Board of Directors. PASTACC's proposed composition is recommended as: thirteen (13) total appointed members with at least three (3) from the Mountain Desert areas and up to eight (8) from the San Bernardino Valley, and two (2) at-large.

Of the thirteen (13) total, six (6) standing members are recommended to be representatives of the transit agencies, plus one (1) representing the County Dept. of Public Work, each of whom provide transit for seniors, individuals with disabilities, and persons of low income for a total of (7).

The remaining six (6), "At-Large" members should include a standing seat for the *consolidated transportation services agency (CTSA)* of the San Bernardino Valley, known as Valley Transportation Services. Additional members should come from among a range of human service agencies and organizations that serve the target population groups.

It is recommended that a minimum of two to three appointed agency representatives have a county-wide focus to their mission, with the remaining appointees as local, community-level organizations.

It is recommended that organizations generally be named as members with each organization appointing a primary and alternate representative. The public transit providers are organizational representatives expected to be standing and continuing representatives. There may be instances where an At-Large individual who is not affiliated with an organization but has a long-standing advocacy or knowledge-based role will make valuable contributions to PASTACC.

Meeting Frequency - PASTACC would assume a similar every-other-month meeting schedule with additional meetings posted if necessary. A meeting schedule will be established for either the intervening months or the same month as the Commuter Rail and Transit Committee

Terms - Standing terms for the public transit operators are assumed while the human services organizations and At-Large members are recommended to have two-year terms. An initial slate of non-public transit members will have staggered, rotating terms so that membership does not turn over all at once. The non-transit members will draw lots at the first meeting to determine staggered terms of one or two years. Continuing appointment and membership in good standing would involve regular participation in PASTACC meetings and activities, potentially defined as attending at least four of six annual meetings.

Invited Participants - This council of thirteen (13) appointed members with voting power will be supported by the voluntary participatory “sustaining” membership open to all other transit providers, employment agencies, social service agencies, and other organizations serving individuals with disabilities, with limited means, and/or seniors. Such interested agencies will retain membership through a mailing list and will be invited to regularly scheduled meetings to attend at their convenience and availability. The sustaining membership allows for continuing PASTACC’s historical role of cross-systems’ information exchange among interested parties where adding the knowledge, input, and comment can guide actions proposed by the appointed voting members.

Meeting membership, agenda, minutes and voting records shall be maintained by SANBAG.

FIRST YEAR WORKPLAN

Activities to be undertaken for the first twelve-month period proposed:

- Revise Procedures - PASTACC, with SANBAG staff to review and restructure its general operating practices. It is recommended that once appointed, the voting membership review and modify the existing PASTACC by-laws and goals statements. By-laws will need to address various processes necessary to ensure Brown Act meeting protocols, meeting structure, and minutes/ attendance are recorded.
- Agenda Topics

At a minimum, the following activities should be calendared throughout the fiscal year.

1. Review and make recommendations on annual Unmet Transit Needs hearing findings and recommendations.
2. Scoring and make recommendations for Federal Transit Administration 5310 capital grant program for award.
3. Assist SANBAG in developing its public outreach approach to updating the Coordinated Public Transit/ Human Services Transportation Plan.
4. Review of proposed Call for Projects and participation with SANBAG staff in the Federal Transit Administration 5316 (JARC) and 5317 (New Freedom) project scoring and project selection processes.
5. Monitor and make recommendations, as appropriate, Federal regulatory processes related to transit and specialized transportation.
6. Monitor and disseminate information about State-level law and regulation that impacts transit and specialized transportation.
7. Receive annual evaluation reports on funded specialized programs and transit services that come under PASTACC's purview and support mechanisms for identifying and promoting successful initiatives and time-limiting those that are less-than-successful.
8. Identify regional or county-level areas of unmet needs such as the rural to urban connectivity issues that have historically been a challenge and support strategies, grants, and activities by which to address these.
9. Address special grant or funding or collaborative opportunities that promote PASTACC's organizing goals.
10. Address in appropriate advisory roles those special issues of its voting and non-voting members, where these intersect with PASTACC's organizing goals.

In October and December the PASTACC met and reviewed the proposed structure. In October formal request for participation was circulated to the existing PASTACC membership via the PASTACC mailing list. A collection of agencies submitted requested to hold a voting seat. A vote was taken by the existing PASTACC on December 16, 2010 as to who should be appointed to have a voting seat, subject to approval of the Commuter Rail and Transit Committee. Listed below are agencies that have standing membership and those agencies the PASTACC group will vote to have representation on the voting panel.

Transit Providers (Standing Membership)

Barstow Area Transit
Needles Area Transit
Mountain Area Regional Transit Authority
Morongo Basin Transit Authority
Omnitrans
Victor Valley Transit Authority
San Bernardino County Public Works
Valley Transportation Services (CTSA)

Social Service Representatives (At-Large Membership)

To keep continuity, at the start-up of the initial formalized council structure, by vote, three (3) of these At-Large members will serve a one-year term with the other two (2) serving two-year terms. After the first year, the one-year term members, either by re-appointment to the council or replacement thereof, will serve two-year terms. After the first year, three (3) members either by re-appointment to the council or by replacement, will serve two-year terms with remain two (2) members being re-appointed or replaced the following year. The following agencies have submitted their interest in holding a voting seat on the PASTACC committee:

- City of Rancho Cucamonga – Community Services Dept.
- Inland Empire Health Plan (IEHP)
- San Bernardino County Department of Aging and Adult Services
- Inland Regional Center
- Rolling Start
- First Five
- Southwest Transit
- Community Action Partnership
- First Transit

Financial Impact: This item is consistent with the SANBAG Budget. Any work effort has been identified under Task 51911000.

Reviewed By: This item is scheduled for review by the Commuter Rail and Transit Committee on January 20, 2011.

Responsible Staff: Beth Kranda, Transit Analyst

Attachment A
Proposed PASTACC Structure

I. Two Categories of Membership

- A. Appointed members with voting authority
- B. Invited participants

A. Appointed Members with voting authority

13 - Voting Members

- 8 - from San Bernardino Valley
- 3 - from Mountain/Desert Area
- 2- At Large

Recommendations to make up 13 Voting Members:

6 - Members representing Public Transit Providers - representing entire County

- Barstow Area Transit
- Morongo Basin Transit Authority
- Mountain Area Regional Transit Authority
- Needles Area Transit
- Omnitrans
- Victor Valley Transit Authority

1 - Member representing San Bernardino County Department of Public Works

1 - Member representing Valley Transportation Services, a CTSA

5 - Members representing Social Service Providers, providing services to seniors, persons with disabilities and persons of low income.

B. Invited Participants

Voluntary participant membership is open to all other transit providers, employment agencies, social service agencies and other organizations serving seniors, persons with disabilities, and persons of low income.

II. Meeting Frequency

Meeting will be scheduled for every other month, 2nd Tuesday of the month beginning with February, 2011.

III. Terms

The 6 members representing Public Transit Providers, the County Department of Public Works and Valley Transportation Services shall have standing terms. The remaining 5 members will have staggering terms, 3 with one year terms and 2 with two year terms, selected on a lottery basis, until the initial slate of voting members do not turn over all at once.

Attachment B

PASTACC Membership

COMMITTEE	PURPOSE	MEMBERSHIP	TERMS
<p>Public and Specialized Transportation Advisory and Coordinating Council (PASTACC)</p> <p>Membership consists of 13 members appointed by the SANBAG Board of Directors</p> <p>6 representing Public Transit Providers</p> <p>1 representing County Dept. of Public Works</p> <p>1 representing the Consolidated Transportation Services Agency</p> <p>5 representing Social Service Providers</p>	<p>Subject to the Transportation Development Act (TDA) Section 99238 – establishes PASTACC's statutory responsibilities;</p> <p>(1) Review and make recommendations on annual Unmet Transit Needs hearing findings</p> <p>(2) Score and make recommendations for Federal Transit Administration Section 5310 Capital Grant Program applications</p> <p>(3) Assist SANBAG in developing public outreach approach on updating the Coordinated Public Transit/Human Services Transportation Plan</p> <p>(4) Review call for projects for Federal Transit Administration Section 5316, and 5317 grant applications</p> <p>(5) Monitor and make recommendations on Federal regulatory processes as they relate to transit and specialized transit</p> <p>(6) Monitor and disseminate information in reference to State level law and recommendations as they relate to transit and specialized transit</p> <p>(7) Receive annual reports on funded specialized programs funded through FTA Section 5316, 5317 and Measure I</p> <p>(8) Identify regional or county level areas of unmet needs</p> <p>(9) Address special grant or funding opportunities</p> <p>(10) Address any special issues of PASTACC voting and non-voting members</p>	<p>Standing Membership –</p> <p>Barstow Area Transit, Manager *</p> <p>Morongo Basin Transit Authority, Manager *</p> <p>Mountain Area Regional Transit Authority, Manager *</p> <p>Needles Area Transit, Manager *</p> <p>Omnitrans, Manager *</p> <p>Victor Valley Transit Authority, Manager *</p> <p>County of San Bernardino Dept. of Public Work, Manager *</p> <p>Valley Transportation Services (VTS), Manager *</p> <p>At Large Membership –</p> <p>San Bernardino Dept. of Aging and Adult Services, Director *</p> <p>Inland Regional Center, Director *</p> <p>Rolling Start, Director *</p> <p>Inland Empire Health Plan, Director *</p> <p>Community Action Partnership, Director *</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p> <p>2/2/13</p> <p>2/2/12</p> <p>2/2/13</p> <p>2/2/13</p> <p>2/2/12</p>

Meeting dates and times:

Bi monthly, beginning in February, 2nd Tuesday of the month, 10am

* Manager or Director may designate alternate/s

This list provides information on acronyms commonly used by transportation planning professionals. This information is provided in an effort to assist SANBAG Board Members and partners as they participate in deliberations at SANBAG Board meetings. While a complete list of all acronyms which may arise at any given time is not possible, this list attempts to provide the most commonly-used terms. SANBAG staff makes every effort to minimize use of acronyms to ensure good communication and understanding of complex transportation processes.

AB	Assembly Bill
ACE	Alameda Corridor East
ACT	Association for Commuter Transportation
ADA	Americans with Disabilities Act
ADT	Average Daily Traffic
APTA	American Public Transportation Association
AQMP	Air Quality Management Plan
ARRA	American Recovery and Reinvestment Act
ATMIS	Advanced Transportation Management Information Systems
BAT	Barstow Area Transit
CALACT	California Association for Coordination Transportation
CALCOG	California Association of Councils of Governments
CALSAFE	California Committee for Service Authorities for Freeway Emergencies
CARB	California Air Resources Board
CEQA	California Environmental Quality Act
CMAQ	Congestion Mitigation and Air Quality
CMIA	Corridor Mobility Improvement Account
CMP	Congestion Management Program
CNG	Compressed Natural Gas
COG	Council of Governments
CPUC	California Public Utilities Commission
CSAC	California State Association of Counties
CTA	California Transit Association
CTC	California Transportation Commission
CTC	County Transportation Commission
CTP	Comprehensive Transportation Plan
DBE	Disadvantaged Business Enterprise
DEMO	Federal Demonstration Funds
DOT	Department of Transportation
EA	Environmental Assessment
E&D	Elderly and Disabled
E&H	Elderly and Handicapped
EIR	Environmental Impact Report (California)
EIS	Environmental Impact Statement (Federal)
EPA	Environmental Protection Agency
FHWA	Federal Highway Administration
FSP	Freeway Service Patrol
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
FTIP	Federal Transportation Improvement Program
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems
HOV	High-Occupancy Vehicle
ICTC	Interstate Clean Transportation Corridor
IEEP	Inland Empire Economic Partnership
ISTEA	Intermodal Surface Transportation Efficiency Act of 1991
IIP/ITIP	Interregional Transportation Improvement Program
ITS	Intelligent Transportation Systems
IVDA	Inland Valley Development Agency
JARC	Job Access Reverse Commute
LACMTA	Los Angeles County Metropolitan Transportation Authority
LNG	Liquefied Natural Gas
LTF	Local Transportation Funds

MAGLEV	Magnetic Levitation
MARTA	Mountain Area Regional Transportation Authority
MBTA	Morongo Basin Transit Authority
MDAB	Mojave Desert Air Basin
MDAQMD	Mojave Desert Air Quality Management District
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MSRC	Mobile Source Air Pollution Reduction Review Committee
NAT	Needles Area Transit
NEPA	National Environmental Policy Act
OA	Obligation Authority
OCTA	Orange County Transportation Authority
PA&ED	Project Approval and Environmental Document
PASTACC	Public and Specialized Transportation Advisory and Coordinating Council
PDT	Project Development Team
PNRS	Projects of National and Regional Significance
PPM	Planning, Programming and Monitoring Funds
PSE	Plans, Specifications and Estimates
PSR	Project Study Report
PTA	Public Transportation Account
PTC	Positive Train Control
PTMISEA	Public Transportation Modernization, Improvement and Service Enhancement Account
RCTC	Riverside County Transportation Commission
RDA	Redevelopment Agency
RFP	Request for Proposal
RIP	Regional Improvement Program
RSTIS	Regionally Significant Transportation Investment Study
RTIP	Regional Transportation Improvement Program
RTP	Regional Transportation Plan
RTPA	Regional Transportation Planning Agencies
SB	Senate Bill
SAFE	Service Authority for Freeway Emergencies
SAFETEA-LU	Safe Accountable Flexible Efficient Transportation Equity Act – A Legacy for Users
SCAB	South Coast Air Basin
SCAG	Southern California Association of Governments
SCAQMD	South Coast Air Quality Management District
SCRRA	Southern California Regional Rail Authority
SHA	State Highway Account
SHOPP	State Highway Operations and Protection Program
SOV	Single-Occupant Vehicle
S RTP	Short Range Transit Plan
STAF	State Transit Assistance Funds
STIP	State Transportation Improvement Program
STP	Surface Transportation Program
TAC	Technical Advisory Committee
TCIF	Trade Corridor Improvement Fund
TCM	Transportation Control Measure
TCRP	Traffic Congestion Relief Program
TDA	Transportation Development Act
TEA	Transportation Enhancement Activities
TEA-21	Transportation Equity Act for the 21 st Century
TMC	Transportation Management Center
TMEE	Traffic Management and Environmental Enhancement
TSM	Transportation Systems Management
TSSDRA	Transit System Safety, Security and Disaster Response Account
USFWS	United States Fish and Wildlife Service
VCTC	Ventura County Transportation Commission
VVTA	Victor Valley Transit Authority
WRCOG	Western Riverside Council of Governments

San Bernardino Associated Governments



MISSION STATEMENT

To enhance the quality of life for all residents, San Bernardino Associated Governments (SANBAG) will:

- Improve cooperative regional planning
- Develop an accessible, efficient, multi-modal transportation system
- Strengthen economic development efforts
- Exert leadership in creative problem solving

To successfully accomplish this mission, SANBAG will foster enhanced relationships among all of its stakeholders while adding to the value of local governments.

Approved June 2, 1993
Reaffirmed March 6, 1996